

World news Business summary

## UK death toll rises after fire at stadium

Leon Brittan, the British Home Secretary, will address the House of Commons today on the fire at the Bradford City football stadium which killed 26 people and injured 260 others.

Survivors are working around the clock to save the lives of 12 other people. Seventy of the 200 people admitted to hospital after the fire at the stadium were injured.

The fire, the second biggest disaster in British football history (66 people died at Ibrox Park, Glasgow in 1971), began 10 minutes before half-time and spread quickly as supporters tried to escape on to the pitch or through exit gates, many of which were locked.

## Rescue bid for Maryland S and L

U.S. BANKING officials are trying to assemble a rescue package to save Old Court Savings and Loan of Maryland which faced a heavy run on deposits at the weekend. Prior to the crisis, Old Court was one of the most rapidly expanding savings institutions in the U.S., boasting assets in the last three years to \$640m from \$140m. Page 16

## W. German state voters deliver rebuff for Kohl

BY PETER BRUCE IN BONN

CHANCELLOR Helmut Kohl, the West German leader, and his Christian Democrat (CDU) party, have suffered a humiliating electoral defeat at the hands of the opposition Social Democrats (SPD) in the country's biggest state, North Rhine-Westphalia.

SPD politicians in Bonn were jubilant last night after their deputy chairman, Herr Johannes Rau, who has ruled the state with an absolute majority for the past five years, not only held on to that majority but increased the party's vote from 48.4 per cent in 1980 to nearly 53 per cent.

The CDU vote collapsed by some 7 percentage points from the 43.2 per cent won in 1980, and not even the modest gains made by its Bonn coalition partners, the Free Democrats (FDP), whose vote has risen from 4.9 per cent to just under 6 per cent, will be enough to enable them to form a government in the state, home to a third of West Germany's voters.

The collapse of the CDU vote is even more dramatic if measured against the 43.2 per cent they won in the state during the last general election in 1983. Then the SPD took only 42.8 per cent.

The radical Greens party also suffered badly at the hands of the SPD, and failed, despite increasing its vote, to reach the 5 per cent mark and gain entry to the state parliament. North Rhine-Westphalia is the most heavily industrialised state in the country and ought to have been a natural hunting ground for the environmentalist Greens, who even failed to win 5 per cent in the Ruhr area, the industrial heart of the state.

Greens spokesmen conceded after the polls had closed yesterday that a continuing debate in the party, over whether to make legalised sex with children part of their party platform, had seriously damaged their performance in the poll.

Yesterday's vote is a personal blow to Chancellor Kohl, who not only chose the CDU candidate, Dr Bernhard Womms, over the former CDU leader in the state, but also campaigned heavily on his behalf.

The vote is also being seen as a judgment on the Chancellor's successful attempt to persuade U.S. President Ronald Reagan to visit the German war cemetery at Bitburg, despite a fierce international row, during his state visit to West Germany at the beginning of the month.

The SPD has now scored two impressive victories over the CDU this year, the first being in March when it snatched overall control of the Saarland from a CDU-FDP coalition. Herr Willy Brandt, a former Chancellor and chairman of the party, voicing particular satisfaction at the poor showing by the Greens yesterday, said the North Rhine-Westphalia vote had proved the SPD could rule the country on its own.

Herr Rau, who, despite his reluctance when questioned on the subject during the run-up to yesterday's vote, is now likely to come under great pressure from within the party to either stand as a candidate for the federal chancellorship in the next general election in 1987 or to take over afterwards should the present leader, Herr Hans-Joachim Vogel, fail to wrest control from Herr Kohl.

Both Chancellor Kohl and Dr Womms blamed the poor CDU showing yesterday on the difficulties Bonn is having in bringing down unemployment, which reached a post-war record of 10.5 per cent in January.

## Reagan faces challenge over budget cuts

BY STEWART FLEMING IN WASHINGTON

AS PRESIDENT Ronald Reagan yesterday put the final touches to his ambitious plans to reform the U.S. tax system, as his Democratic opponents in the House of Representatives were threatening significant revisions to his budget-cutting package, passed by the Senate last week.

Mr William Gray, the Democrat who heads the House of Representatives budget committee, pledged yesterday that his committee will this week report on a budget resolution which will match the over \$500m of budget cuts for 1986 which the Senate approved.

But he stressed that the Democratic package will look very different from the Republican one. In particular the House of Representatives he suggested, is going to find alternatives to the cuts in benefits for 36m retired Americans and the reduced government spending for America's farmers. "I do not think the House will do to senior citizens in America what obviously the President and his party did in the Senate," Mr Gray said yesterday.

Even some Republicans in the House of Representatives sensitive to their own re-election prospects next year, are reluctant to endorse the cuts in benefits for the aged which Mr Gray claims contribute one fifth of the proposed budget savings in the Senate plan. They are fearful too that Mr Reagan may have exposed himself to efforts to

## Bombings threaten settlement of Sikh problem

By John Elliott in New Delhi

PROSPECTS FOR an early settlement of India's Sikh unrest in Punjab have suffered a serious setback with bomb attacks over the weekend and with dramatic developments in the political leadership of the Sikh's main political party.

The weekend's events pose Mr Rajiv Gandhi, the Prime Minister, his gravest Sikh crisis since his mother, Mrs Indira Gandhi, was assassinated by two Sikh security guards six months ago. They underline fears that the Punjab problem will become a long-running sore, which could divert the Government from its planned economic reforms and other priorities.

At least 90 people died and over 150 were injured in two days of bomb attacks by Sikhs in northern India. By last night more than 1,000 people had been arrested in a clampdown and the New Delhi police claimed they had arrested three Sikh extremists responsible for the city's bomb attacks which claimed 44 lives.

Throughout the weekend there were fears that there might be a violent Hindu backlash against the Sikhs, as happened after Mrs Gandhi was assassinated. But this did not materialise and last night the police and army claimed they had the situation under control.

Sant Harmandir Singh Longowal, the relatively moderate leader of the Akali Dal, the main Sikh party, resigned along with two other top officials to pave the way for a takeover by Mr Joginder Singh, 60-year-old father of Jarnail Singh Bhindranvale, the leading extremist who was killed when the army took over the Golden Temple in Amritsar nearly a year ago.

The resignations are to be considered by leading Sikhs at a conference on May 22.

The degree of unrest among Sikhs was further demonstrated on Saturday when the Shiromani Gurdwara Parbandhak committee (SGPC), the Sikhs' main religious organisation, decided to pull down and rebuild the Akal Takht, the holy building inside the Golden Temple complex, which was badly damaged in last year's army action.

Moderate Sikhs, with the government's support, rebuilt the Akal Takht after the action. But the Sikh leaders have now accepted arguments from their extremists that the buildings have been defiled and must be replaced. This would probably be an emotionally disturbing exercise for the Sikh community throughout India, upsetting the Government's attempts to cool the situation.

### Protest at Pope

Thousands of demonstrators clashed with riot police in Utrecht while leading Dutch Catholics attacked Pope John Paul's policies on the first day of his visit to the Netherlands. Page 2

### Ortega in talks

Nicaraguan President Daniel Ortega met Spanish Communist Party officials in Madrid after winning political but not economic backing from Prime Minister Felipe Gonzalez over the U.S. trade embargo against the Central American nation. Page 3

### S. Africa union call

Foscht, the Federation of South African Trade Unions, called on Transvaal employers to pay workers who attend the funeral on Tuesday of Mr Andries Rautsela, a union organiser who died while being held by police. Page 2

### Swedish strike

Swedish civil servants, staging the country's biggest ever public sector industrial dispute, made their first concessions to the Government last night by allowing key post office workers to return to work today. Earlier story Page 2

### Italy goes to polls

Italians began voting in local and regional elections which could have important implications for the country's political future. Page 2

### Tehran car bomb

A car bomb exploded in a busy Tehran street during the morning rush hour, killing 15 people and wounding at least 30 others. Page 3

### Israeli tribute

Israeli President Chaim Herzog told Soviet leader Mikhail Gorbachev in a telegram marking the 40th anniversary of the end of world war two in Europe that Jews would never forget the Soviet army's role in saving them from the Nazis. Page 3

### Palme strike plan

Swedish Prime Minister Olof Palme says he cannot rule out the introduction of special legislation ordering striking civil servants back to work. Page 2

### University occupation

Left-wing activists occupying the Athens University chemistry building are refusing to leave and have renewed their threat to blow the building up if police break in.

### Druze take icons

Druze leader Walid Jumblatt said his men took Christian icons from the 274-year-old Greek St Saviour monastery in Sidon, and would not return them until Pope John Paul took a more even-handed attitude to Lebanon's Christian-Muslim conflict. Page 3

### Bhopal victims

Victims of the Bhopal poison gas disaster in India show few signs of recovery and the gas may have polluted the city's soil and water supply, according to an independent medical team's survey.

## Brazil proposes fresh deal for IMF loan

BY ANDREW WHITLEY IN RIO DE JANEIRO

BRAZIL has proposed a rearrangement of its loan agreements with the International Monetary Fund to gain more time to put its economic house in order. Under the proposal the "new" civilian Government of President Jose Sarney would not need to take into account the austerity measures agreed under military rule.

Brazil wants to replace its present extended fund facility loan agreement, which is due to expire in February 1986, with a new stand-by loan lasting 12 to 18 months.

No additional funds from the IMF would be required, as the \$1.5bn still to be disbursed under the old programme would be replaced with a new loan unlikely to exceed \$1.4bn. The IMF is reported to be agreeable to the change.

The Brazilian bank advisory committee in New York also agreed over the weekend to propose to the country's 700 bank creditors a third 90 day extension of existing debt renegotiation terms, to allow time for fresh negotiations with the IMF to be completed.

The second phase of the Brazilian renegotiations has already been extended twice beyond its original deadline of December 1984, and was due to expire at the end of this month. But the technical level discussions between the Brazilian

Government and the IMF team on the conditions to be attached to the new loan will begin in Brazil only in the week of May 27.

In last week's first round of discussions between the Brazilians and the full 14-bank advisory committee on the revival of the previously negotiated multi-year rescheduling agreement, the biggest stumbling block to emerge was the question of monitoring of the Brazilian economy by the IMF after the end of the fund's agreement.

Bankers involved say that while they are insisting on a meaningful monitoring procedure - involving at least six monthly check-ups - Sr Antonio Carlos Lemgruber, the Brazilian Central Bank Governor, argued that this would be unacceptable to Brazil's Congress. In contrast to the past, both the IMF and bank agreements will be submitted to Congress for its approval.

Another serious point of disagreement, according to Brazilian officials was the issue of "down payments" during the agreed seven-year grace period. Under the original draft agreement, negotiated by the Figueiredo Government in February, Brazil would have made progressively increasing capital repayments from this year onwards, on the lines of the latest Mexican rescheduling agreement.

Little progress is reported to have been made in last week's negotiations with the banks, which are scheduled to be resumed in New York next Monday.

The advisory committee is believed to be unenthusiastic about the proposed switch to a stand-by loan. In contrast to the Brazilians, it is anxious to wrap up the 16-year, \$45.3bn rescheduling package as soon as possible, fearful that further delays will only play into the hands of hard-liners in the Brazilian Government and Congress.

Sr Joao Sayad, the Brazilian Planning Minister, who takes a tougher line on the foreign debt issue than his colleagues at the Finance Ministry and the Central Bank, told the Financial Times on Thursday that Brazil needed better terms on its foreign debt renegotiations, including "new money."

The Planning Minister, who is close to the leadership of the Brazilian Democratic Movement Party, the senior partner in the ruling coalition, said new money would be needed either this year or next. Other officials put the likely sum needed in 1985 at around \$2.5bn, if Brazil is to avoid drawing down its recently restored foreign exchange reserves.

The initial \$1.5bn order is for a trial system with just 1,200 subscribers. A demonstration project is to start in September and the full trial should be in operation by early 1987. If it is successful there will be an international tender for the full system.

## UK consortium secures £15m Singapore electronics contract

BY JASON CRISP IN LONDON AND CHRIS SHERWELL IN SINGAPORE

A BRITISH consortium led by General Electric Company has won a £15m (\$18.3m) order in Singapore to supply a trial installation for television, an information system combining telephone-based videodata and broadcast teletext services.

Television is claimed to be the world's most sophisticated information system. The Telecommunications Authority of Singapore plans to give up to 1m terminals to practically every home and business in the country. The highly ambitious project could eventually cost nearly £1bn over five years.

The order was won in the face of particularly strong competition from Thomson of France which is understood to have underbid the GEC group by about £3m.

The UK consortium, which includes British Telecom, Marconi

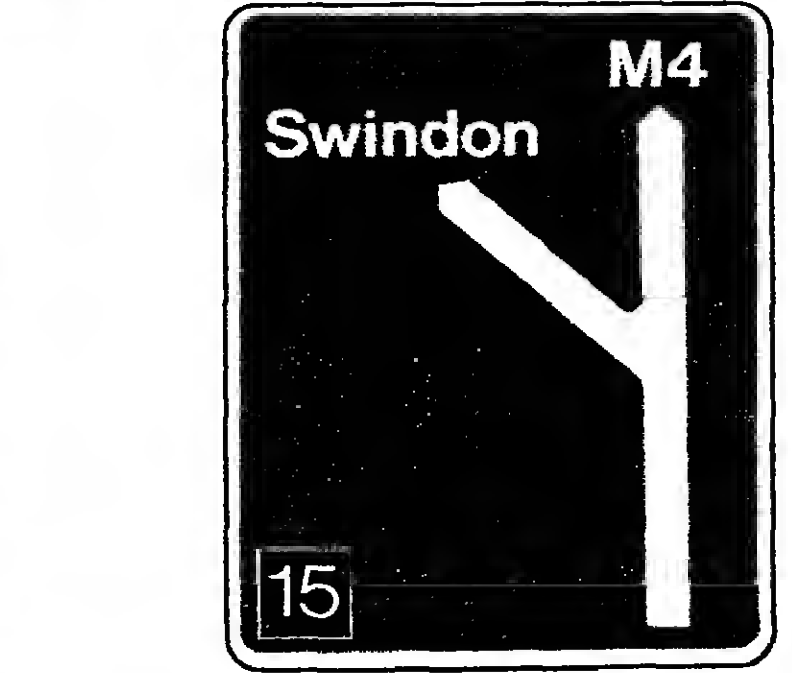
get round the problems of sending Chinese characters and pictures quickly on a telephone line in a videodata service. Television subscribers will use television sets with special adaptors to telephone a central computer like a conventional videodata system. The information may come back, however, either via the telephone or broadcast on a dedicated television channel addressed to an individual set. Pictures and Chinese characters can be sent much more quickly using the broadcast route.

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## OVERSEAS NEWS

## S. African gold mine riots leave 19 dead

BY JIM JONES IN JOHANNESBURG

NINETEEN black mine workers have died and 36 are in hospital after the faction fighting during the last month at gold mines in South Africa's Orange Free State.

The 15-minute clash between an unknown number of migrant Basotho and Xhosa mineworkers erupted on Saturday night at a compound for black employees of the President Rand gold mine near the town of Welkom, which is managed by Anglo

American Corporation. Mine security officials broke up the fight with tear gas.

Anglo American says that it does not know why the fight took place between men armed with knives, rocks and sticks. A similar outbreak last weekend at the same compound between 400 Basothos and Xhosa left one man dead and another seriously injured.

Last month nine men died in another fight between Xhosa and Basothos at the

neighbouring President Steyn mine.

President Rand is South Africa's 13th largest gold mine and produced 22.6 metric tonnes of gold last year. President Steyn the country's 12th largest gold mine, produced 24.4 tonnes last year.

Faction fighting is not uncommon in South Africa's gold mines. Anglo American said yesterday that fights in the past had stemmed from disputes over land or cattle.

Mine personnel officers believed that last weekend's dispute had been settled, but they had been unable to determine its precise cause and were taken unawares when fighting flared again on Saturday evening.

Mr Willie Malemba, 18, a detained activist of the United Democratic Front, was taken to hospital in the eastern Cape town of Oudtshoorn on Saturday after going on hunger strike.

Mr Malemba and Mr

Bernard Koelman, a student leader and Front member, who is also on hunger strike, were arrested last Thursday on charges of public violence.

The Federation of South African Trade Unions has called on Transvaal employers to give a day's paid leave to employees to attend the funeral tomorrow of Mr Andries Radebe, a union organiser who died from a brain haemorrhage last Monday after being questioned by police.

## Civil service lock out deepens Swedish crisis

BY KEVIN DONE IN STOCKHOLM

THE POLITICAL crisis facing Sweden's Social Democratic Government deepened at the weekend when the state employer board moved to lock out about 80,000 civil servants, including about 55,000 teachers, in the country's biggest public sector industrial dispute.

The strike has caused growing unease in Swedish financial markets, which already have been unsettled by a continuing large outflow of capital from the country. Short term interest rates rose sharply on Friday amid rumours of imminent government moves to tighten fiscal and monetary policy.

The lock out is the Government's response to the continuing strike by 20,000 civil servants, members of the 245,000-strong TCOS public sector union, in support of a controversial pay claim which is threatening to break the Government's voluntary 5 per cent pay guideline.

The union turned down at the weekend a last ditch offer from the state appointed mediator. It was accepted by the state employer board—and last night no new negotiations between the two sides were in sight.

The lock out means that about half a million Swedish schoolchildren will be without teachers from today.

About 150 state agencies are affected by the strike and lock out, which has closed Sweden's airports for scheduled air traffic and is beginning to hit industrial production.

Mr Olaf Palme, the Prime Minister, expressed disappointment and surprise at the union's rejection of the mediator's latest offer. He said that the Government could not allow the strike to blow off course its economic strategy for lowering inflation, but he is anxious that it should be ended by negotiation rather than legislation.

A two-year wage agreement made by the state in March last year included a clause allowing the unions to renegotiate if their wages fell substantially behind the private sector.

TCOS is claiming compensation of 3.1 per cent a year, but the Government maintains that an increase would jeopardise its anti-inflation programme.

## Bonn under pressure on cereal price cuts

BY IVO DAWNEY IN BRUSSELS AND PETER BRUCE IN BONN

WEST GERMANY faces intense pressure to relax its rigid stand against cuts in EEC cereal prices as a sixth round of talks begin between Community farm ministers today.

The mounting frustration at Germany's blockade of an agreement on a 1985-86 farm price package over the cereals issue has now led to widespread criticism in the German press. Several newspapers and agriculturalists have attacked Herr Ignaz Kiechle, the Farm Minister, for his refusal to offer a compromise on the European Commission's call for a 3.5 per cent price cut for grain. "Bonn is smashing the last pieces of china in Brussels," a leading Frankfurt daily said.

Others have pointed to the conflict in Bonn's public avowal of majority voting to speed decision-making in Community forums and its implied threat of veto over cereal price cuts. Nevertheless, it is understood that the German Cabinet has given Herr Kiechle authority to wield the veto if any attempt is made to force the issue to a vote at this week's talks. Such a move would win the backing of the UK—the most vocal advocate of cereal price cuts on the grounds that the principle of the right of veto must be upheld.

A British abstention would be enough to prevent other member states from forcing through

a vote accepting the cuts by qualified majority.

Given the continued blockade, there seems little likelihood that a new Commission compromise package, due to be tabled today, can succeed. The Italian presidency of the farm council is also unlikely to try to push for a vote if this will clearly be unacceptable.

There has been some speculation, however, that Herr Kiechle might allow a small, symbolic reduction in cereal prices perhaps by 0.5 per cent—as a gesture to Community solidarity. Approval of this would require the unanimous backing of his colleagues in the face of continued Commission insistence on a more substantial reduction.

This would leave Britain isolated in its battle for a minimum 3.6 per cent cut. Mr Michael Jopling, the UK minister, would undoubtedly point to the budgetary implications of such a move. The Italians have long argued that any relaxation of the austerity prices package for northern products would require parallel concessions for the Mediterranean.

That would almost certainly lead to the final bill exceeding the Ecu 20bn (£12bn) budget allocated to agriculture and thereby require the endorsement of finance ministers.

## Italians start voting in crucial regional elections

BY ALAN FRIEDMAN IN MILAN

AN ESTIMATED 44m Italians began voting yesterday in local and regional elections which could have profound implications for the country's political future. Polls close this afternoon, but definitive results are not likely until tomorrow. The administrative elections, which are expected to attract a turnout of more than 80 per cent, are being billed by the major parties as a test of the performance of the five-party ruling coalition headed by Sig. Bettino Craxi, the Socialist Prime Minister.

Sig. Craxi, whose government has lasted for 21 months, has said he regards the poll as a

"mid-term test" and indicated that he will resign if the five parties of his coalition—Christian Democrats, Socialists, Republicans, Social Democrats and Liberals—poll less than 50 per cent. This is considered unlikely; the five-party coalition at present holds 56 per cent of the vote.

A key result will be the vote won by the opposition Communist Party, which polled almost 30 per cent of the vote in the 1983 general election and in last year's European elections overtook the dominant Christian Democrats by a fraction to become for the first time the biggest party in Italy.

Upon his arrival on Saturday, the Pope delivered a fervent evangelical appeal in Dutch to much smaller numbers of followers than had been expected. Only about 10,000 turned out to see him kiss the ground in Eindhoven, compared with forecasts of up to 100,000.

Because of the widespread outcry over the Pope's trip, security has been at its tightest in post-war history, with more police mobilised than for any of Queen Beatrix's appearances.

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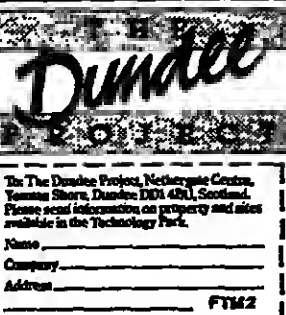
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Jumblatt rejects call for dialogue

By Nora Loutch in Beirut

MR WALID JUMBLATT, the leader of the Druze community in Lebanon, yesterday rejected any dialogue with Christian militia commanders and expressed regret over the fate of Christians under their leadership.

Speaking at his ancestral home in the village of Mukhtara, the Druze chieftain rebuffed a call by Mr. Elie Hobeika, the newly-appointed Christian militia commander, for a dialogue among battling Lebanese factions.

The mainly Druze militia of Mr. Jumblatt pushed through a string of Christian villages from its mountain strongholds on April 28, securing access to the coast at Tyre. More than 10,000 Christian families were displaced in the Druze takeover.

Mr. Hobeika, who replaced the hardline Christian commander Mr. Samir Geagea on May 9, has since declared allegiance to Syria. However, Mr. Hobeika's violent past and his involvement in organising the Sabra and Chatila massacres of Palestinian civilians in September 1982, make him no more acceptable to the Druze than his predecessor. Mr. Geagea seized power in a Christian militia revolt on March 12.

Mr. Jumblatt warned that this was the last chance for President Amin Gemayel to govern the country and described his election as a historical mistake. He vowed that the Christian militia would be tried for the massacres committed in the past. "I am sorry for this end for Christians through the leadership of Hobeika and others."

The beleaguered Christian community is now concentrated in a border strip in south Lebanon, East Beirut and areas north of it.

Mr. Jumblatt admitted that his men had razed the Christian village of Almatn to the ground and ripped away icons from a famous Greek Catholic monastery at the village of Delir Michalles.

Heater adds from Washington: A secret U.S. operation set up to make pre-emptive strikes against Muslim extremists was disbanded this year after an unauthorised car-bombing mission left 80 dead in Beirut, the Washington Post said yesterday.

Israel confirms 'no PLO' stand in Shultz talks

By DAVID LENNON in TEL AVIV AND TONY WALKER in CAIRO

ISRAEL has made it clear to Mr. George Shultz, the U.S. Secretary of State, that its objections to any PLO members participating in a joint Jordanian-Palestinian delegation to peace talks are unchanged.

Israel rejected the attempt by Mr. Shultz to bridge the gap between that position and the PLO's insistence on its participation by suggesting that the representatives should be drawn from members of the Palestine National Council (PNC), the PLO's "parliament in exile."

Mr. Shimon Peres, the Prime Minister, told the Cabinet after the departure of Mr. Shultz that he had told him that Israel was not prepared to conduct direct negotiations with a Jordanian-Palestinian delegation, provided it did not include participants committed to the Palestinian Covenant. The Covenant does not accept the right of Israel to exist.

But Mr. Yitzhak Shamir, the Foreign Minister, did not emulate the Premier's attempt to hide Israel's rejection of the U.S. suggestion under a careful formula which could be correctly interpreted only by those familiar with the semantics of the region.

He said after meeting Mr. Shultz: "The PNC is a part of the PLO. It decides the policy of the PLO and appoints its executive. We cannot differentiate between the two. There is no place for any formula which will enable the PLO to enter negotiations."

Mr. Yasir Arafat, PLO chairman, said in Fehd yesterday that there was no question of non-PLO members being involved in a joint delegation. He had agreed with King Hussein of Jordan that a joint delegation would include the PLO, and said that this initiative was the last chance for a Middle East peace settlement.

Mr. Shultz said during his flight from Tel Aviv to Cairo: "We need to find people who are wholly recognised as representatives of the Palestinians and who also have a background that is acceptable in the negotiating process."

He later talked for several hours to President Hosni Mubarak of Egypt before flying to Jordan to meet King Hussein.

The Jordanian monarch had returned earlier yesterday from a brief visit to Saudi Arabia, where he consulted King Fahd. While in Jerusalem, Mr. Shultz also discussed Israel's economic woes. Mr. Peres told the Cabinet that Mr. Shultz had made it clear that the US\$1.5bn (\$121m) emergency economic aid sought by Israel would be given without any preconditions.

Palestinian POW deal in doubt after leak

By Our Tel Aviv Correspondent

A PLAN to exchange about 1,000 Palestinian prisoners of war for three Israeli soldiers held prisoners by a PLO faction is now in doubt following leaks from Damascus about the imminent deal.

The exchange was due to take place this week with the assistance of the International Committee of the Red Cross (ICRC). But a French news agency report about it over the weekend led the Palestinians to deny the deal had been concluded.

The three Israelis have been held prisoner by Mr. Ahmed Jibril's Popular Front for the Liberation of Palestine-General Command since being captured in Lebanon in 1982.

They were not included in the November 1983 exchange of six Israeli prisoners of the PLO for all 4,500 Palestinians held by Israel in the Ansar detention camp in southern Lebanon.

After emptying Ansar at that time, the army subsequently refilled it with 1,200 detainees who were recently transferred to Israel when the army pulled back from that area of southern Lebanon.

Israel also holds some 120 prisoners believed to belong to the PFLP-GC organisation. One of the demands of the Palestinian organisation was that the released prisoners be given the option of leaving or returning to their homes in the occupied West Bank and Gaza Strip.

In Damascus, a spokesman for the PFLP-GC said yesterday the negotiations for the exchange of prisoners were continuing. "What counts for us is to free the largest possible number of our comrades held in Israeli jails inside occupied Palestine and that they remain in occupied Palestine fully free."

"When the enemy will agree to these essential conditions then we can start discussing the details of the implementation procedures," he said.

Nicaragua seeks to counter U.S. embargo

By TIM COONE in MANAGUA

THE NICARAGUAN Government has announced a series of measures to counter the effects of the U.S. trade embargo imposed last week.

They include a major effort to relocate export products in new markets in East and West Europe, the Arab countries and Latin America, and to substitute machinery and raw materials formerly purchased in the U.S. by products imported from countries friendly to Nicaragua.

Dr Sergio Ramirez, the Vice President, said: "If our country was dependent before on the U.S. in many economic aspects, this is the opportunity we have to break with that dependency."

In a parallel development at the weekend, the Nicaraguan currency, the cordoba, is to be floated for non-commercial transactions in a move which in effect legalises the black market that has mushroomed over the past two years because of the country's foreign exchange crisis. Nicaragua's deficit on the current account last year exceeded \$500m (\$405m). Exchange controls have also been lifted.

Under the new proposals to beat the embargo, complete factories and production systems based on U.S. machinery, much of which is already obsolete, will gradually be phased out or replaced. Spare part banks are to be established and such replacement machinery as can be manufactured in the country will be made in a new factory, drawing on the experience of a workplace innovative movement that has been under way for several years.

Basic grain and agro-export crops are to have priority for both finance and access to raw materials and machinery imports. Controls are to be tightened on distribution of basic goods.

Under the new foreign exchange rules the free movement of foreign currency into the country will be allowed, with no limitations on the amount any individual can hold, although \$10,000 remains the maximum any person is allowed to take out of the country in a year.

Dr Joaquin Cuadra, president of the Central Bank, in announcing the measures on Saturday, said that it had been impossible to control the black market by coercive measures.

A four-tier exchange rate system ranging from 20 to 50 cordobas per dollar, introduced in February for commercial transactions through official channels is to remain in force. The new free market rate is expected to run close to the present black market rate of between 500 and 800 cordobas to the dollar.

Exchange houses are to be opened over the next two weeks to operate the new free market and will be licensed and monitored by the central bank. Dr Cuadra was imprecise about the objectives or likely economic effects of the liberalisation of currency controls, but said that further measures may be introduced if the opening of the free market proved to be highly distortive to the economy.

It appears that, in the face of the foreign exchange crisis being aggravated in the short terms by the U.S. trade embargo, top priority sectors will be allocated the existing foreign exchange, leaving other sectors to compete openly and legally for the estimated \$50 to \$80m that presently circulates in the black market.

A Mexican trade delegation, led by the official Foreign Trade Institute and leading private industrialists, left yesterday on a promotion tour of Nicaragua, Cuba and Panama. The initiative predates last week's U.S. trade embargo on Nicaragua but is nevertheless being widely seen as an attempt by Mexico to offset some of its effects.

The Cuban portion of the tour will include a major Mexican trade fair, before a planned Cuban trade expedition in Mexico later in the year. Nicaragua's left-wing Sandinista Government owes over \$500m to Mexico, largely for oil shipments.

Fall trend in trade surplus worries Mexico

By DAVID GARDNER in MEXICO CITY

MEXICO's trade surplus for the first quarter of this year has fallen 42 per cent compared with the same period last year, continuing a trend visible in the last quarter of last year, which is causing growing concern among government officials and foreign bankers.

The quarterly surplus was under \$2.2bn (\$1.6bn), with imports rising 37.6 per cent, oil exports dropping 8.6 per cent, and non-oil exports falling 16.3 per cent. If the trend continues, the annual surplus is likely to be \$8bn-\$9bn, against record surpluses in 1982 and 1984 of \$13.9bn and \$12.8bn.

The fall in non-oil exports is particularly disturbing because it is on these that Mexico is pinning its hopes of restoring growth levels of 5-6 per cent by next year. Mexico's \$16bn-plus oil revenue, amounting to about three-quarters of its export earnings up to last year, will be tied up in debt service payments for the foreseeable future.

After the multi-year rescheduling of \$48.7bn of Mexico's foreign debt signed in March, debt service payments this year will still be \$15.2bn, rising steadily to \$23.2bn in 1990.

Last month, the Government introduced an important trade liberalisation package in an effort to boost non-oil exports and force down domestic prices. It also signed a bilateral agreement with Washington which eases the entry of Mexican goods to the U.S. market in exchange for the lifting of all export subsidies by December next year.

However, the core of the liberalisation measures, a scheme known as Dimec whereby exporters would be allowed to import free of taxes, tariffs and import licences 40 per cent of the value of their exports, has been successfully resisted so far by a Mexican industrial lobby which has thrived on 40 years of protectionism.

The unexpected vigour of the upturn in Mexico in the last quarter of last year, continuing into this year, has meant that Mexican goods, which were being exported as surplus to domestic demand, are again being sold internally.

Sr Jesus Silva Herzog, Mexico's Finance Minister, said last week: "If Mexico is going to grow at an acceptable rate, this cannot continue, we have to export more."

He and other senior government officials said that the Dimec scheme would be implemented although in a less aggressive and more gradual form than originally envisaged.

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The seminar dates and venues are shown below. There will be presentations in both morning and afternoon; and hospitality will be provided. To obtain your complimentary tickets please complete the coupon, clearly indicating the venue of your choice and return it to: AT ComputerWorld Ltd., FREEPOST, Birmingham B15 1BR.

NORTH		MIDLANDS		SOUTH	
Wednesday 15 May - Kerthworth Suite, Good Fellowship Inn	HULL	Thursday 6 June - Glasgow University	GLASGOW	Thursday 23 May - University Arms Hotel	CAMBRIDGE
Thursday 16 May - Sainsbury's Hotel	WILMSLOW	Tuesday 11 June - Amatola Hotel	ABERDEEN	Thursday 30 May - Moat House, Oadby	LEICESTER
Thursday 21 May - Bisland's Adelphi Hotel	LIVERPOOL	Tuesday 14 May - Novotel Hotel	NOTTINGHAM	Tuesday 4 June - Albion Hall	SHREWSBURY
Thursday 23 May - George Hotel	EDINBURGH	Thursday 16 May - Aston Villa Football Club	BIRMINGHAM	Wednesday 12 June - National Motorcycle Museum	COVENTRY
Thursday 30 May - Old Trafford Football Ground	MANCHESTER	Thursday 21 May - Spreyton Hall	NORWICH	Wednesday 15 May - Thursday 16 May	LONDON
Tuesday 4 June - Ridgely Omega	SHEFFIELD				



# TRANSPORT AND GENERAL WORKERS UNION: ANNOUNCEMENT TO MEMBERS

## REPEAT BALLOT FOR ELECTION OF TGWU GENERAL SECRETARY

The General Executive Council of the TGWU has decided to hold a repeat ballot for the election of the General Secretary of the Union. Voting will take place between Monday 13 May and Friday 7 June 1985.

As this decision has been the subject of much press comment, we feel it is important to set out for our members the reasons for the decision as well as the arrangements for the ballot.

### WHY A REPEAT BALLOT IS BEING HELD.

The original ballot took place between 30 April and 26 May 1984. Up until March of this year, we had received three specific complaints *alleging irregularities* in the ballot last year. Between 1 March and 25 April 1985, following much publicity in the media, we received a further 32 specific complaints many of which claimed that members were unaware that a ballot was taking place or had no opportunity to vote.

This amounted to 35 complaints out of 1.5 million members in 9,000 Branches. What is more, even if all the votes involved in these complaints had been ruled out, these were not enough to affect the result of the election. This includes, of course, the eight complaints in the John Garnett report dated 29 April 1985.

These complaints were fully investigated and the evidence presented to the General Executive Council. The General Executive Council decided that the evidence did not justify a repeat ballot on the grounds of any irregularities in last year's ballot.

However, the General Secretary Elect wrote to the General Executive Council requesting a repeat ballot. He accepted that the evidence of irregularities which had been received did not justify a fresh election. However, he stated that the confidence, trust and unity of the membership had been badly damaged and a cloud hung over the Union. He was convinced that the only answer to the recent events, to which the Union had been subjected, lay in a clear vindication of the reputation of our Union through a repeat ballot. The General Executive Council decided to accede to this request and a repeat ballot will now be held.

### HOW YOU CAN VOTE IN THE BALLOT.

#### Who Can Vote?

You must have been a member of the TGWU for not less than 13 weeks, having paid 13 weeks' contributions and not being more than 13 weeks in arrears. You must present your Membership Card when you vote.

#### Who Are The Candidates?

Since this is a Repeat Ballot, the nominations for candidates are the same as in 1984. However, some of the candidates who stood last year have decided not to stand in the repeat ballot. The candidates are Bro. Ron Todd of Branch 1/1 and Bro. George Wright of Branch 4/264.

#### How Do I Register My Vote?

Voting is by secret individual ballot, normally at the workplace though other Branch arrangements can be made. So, first of all, find out the arrangements for your Branch from your Branch Secretary, Shop Steward or District Officer.

To vote, you must produce an up-to-date Union Membership Card showing that you are eligible to vote. You will be given a Ballot Form, which you fill in and place in the special sealed Ballot Box. Your card will be stamped as proof that you have voted.

If you cannot vote at your workplace or branch, you can go to any District or Regional Office of the Union to register your vote (but you can't vote at another Branch). If you need to do this, contact the office to find out about voting arrangements.

Every reasonable effort will be made to ensure that you have an opportunity to vote at your workplace, your Branch or a Union Office.

#### When Does Voting Take Place?

The first day for voting is Monday 13 May 1985. Voting must be completed by Friday 7 June 1985.

**REMEMBER — THIS ELECTION IS IMPORTANT  
SO MAKE SURE YOU USE YOUR VOTE**

**Transport and General Workers Union**



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## Dunkel to renew efforts to revive trade round talks

By Christian Tyler, Trade Editor

DISCREET efforts to revive the flagging momentum of progress towards global trade negotiations are expected to be made by Mr Arthur Dunkel, director-general of the General Agreement on Tariffs and Trade, when he takes the chair at a high-level GATT meeting that starts in Geneva today.

The two-day session of the GATT consultative group of 18 countries is the first opportunity to gauge Third World reaction to the failure of the Bonn economic summit to set a firm date for a new round.

GATT officials fear that the refusal of President Mitterrand of France to give in to U.S. pressure for a starting date of early next year has played into the hands of developing countries already suspicious of the agenda outlined by the U.S. and its supporters.

As a result, hopes are fading that this week's debate on the future work of the GATT will end with a firm commitment from the wide cross section of nations represented on the committee.

The group of 18 includes Brazil and India, leading voices of the Third World, as well as the U.S., Japan, the EEC (collectively as well as individually), Canada, Australia, and representatives from Asia, Latin America, Scandinavia and the Eastern Bloc.

But other divisions as well could hold up attempts to get negotiating preliminaries underway before the end of the summer. The French believe that the

U.S. wants to use a GATT negotiation primarily to get the EEC's Common Agricultural Policy dismantled.

EEC farm export subsidies, by pushing other exporters out of third markets, for long have angered commodity producers such as America and Australia.

A fragile consensus reached in the GATT for negotiations on agricultural trade — the cornerstone of a wider agenda for liberalisation — could be in danger of breaking up again.

Meanwhile, trade relations between the West and Japan, one of the first countries to call for a new round, have been deteriorating rapidly in recent weeks.

The U.S. Administration, supported especially by British ministers, has warned Mr Yasuhiro Nakasone, the Japanese Premier, of a protectionist backlash in the West and a possible trade war unless Japan acts quickly and positively to open her markets to the goods and services that they say Japanese companies can sell with little restriction in the

With such powerful political cross-currents at work, the GATT committee this week may be unable to do more than throw discussion of a new round forward to a meeting of the GATT Council of 80 countries early next month.

The Swedish Trade Ministry, meanwhile, has arranged an informal meeting in Stockholm of trade ministers from rich and poor nations shortly afterwards in an effort to break the diplomatic log-jam.

## Thomson to use Oki equipment at Nancy

By Paul Betts in Paris

Thomson, the nationalised French electronics and defence group, confirmed yesterday that it was installing the highly automated Japanese assembly and manufacturing equipment at its new semiconductor facility, now under construction at Nancy, eastern France.

The equipment is being supplied by Oki Electric Industry of Japan as part of a comprehensive collaboration agreement between Thomson and the Japanese group in high performance integrated circuits.

Thomson signed the agreement with Oki last October. It is part of the French group's efforts to build up an important presence in the semiconductor and electronics components business.

Under the deal, Oki agreed to transfer to Thomson its know-how in memory circuits and in the fabrication of these systems.

Oki's manufacturing system is expected to be installed at Nancy next September. Thomson officials at Nancy said yesterday. The new semiconductor facility was due to start regular production next January with output of about 26m units a month.

## Kieran Cooke reports from Jakarta on unwelcome trade competition Indonesia fears China's challenge

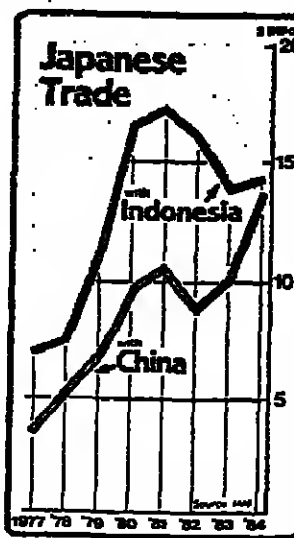
THE businessman was well meaning. "When we were in China recently," he told his Indonesian hosts, "we saw such progress. It was all very impressive." The remark went down like the proverbial lead balloon, a reaction which one observer attributed to Indonesia's "China obsession." The obsession is based on regional political and economic rivalries and profound suspicion of China's aims in the region.

Jakarta's scenario is a straightforward one. It feels that as China advances so it will be able to exert even greater political and economic influence over south-east Asia. China, aided and abetted by the economically powerful Chinese minorities in most countries in the region, will be able to exercise similar control to that of the Soviet Union over Eastern Europe or the U.S. over South America.

Looked at from Jakarta, the Indonesian view does seem to have some substance. First, Indonesia is very aware of the threat China poses to its position as Asia's biggest oil exporter.

More than 60 per cent of Indonesia's total export earnings are derived from oil sales. Japan is the biggest customer by far, taking more than 70 per cent of Indonesia's total oil exports.

But last year, as China's oil exports to Japan increased,



Indonesia's share of the Japanese market dropped from 15 to 13 per cent.

Another cause for nervousness in Jakarta is that China, as a non-Opec member might undercut Indonesia's Opec imposed prices. There is evidence that Indonesia's natural gas exports to Japan could also be suffering from Chinese competition, particularly in the clothing and textile sectors.

Overall trade between Indonesia and Japan currently slightly exceeds Sino-Japanese charges and other corrupt prac-

practices. But China is rapidly catching up. Last year total two-way trade between Japan and China went up by more than \$3bn to \$13.6bn.

Japanese investments are also crucial to the development of both the Indonesian and Chinese economies. Japan has consistently been the biggest investor in Indonesia: since 1967 it has invested more than \$3bn in Indonesia, representing more than 30 per cent of total investments.

But last year, Japanese investments declined by more than 10 per cent. As Mr Ginjar Kartasasmita, head of Indonesia's investment co-ordinating board says: "We are now facing very tough competition from China in attracting new investments from Japan. In the past few months Japan has not committed itself to any new major investments in Indonesia, but instead has launched big projects in both China and the U.S."

Last year, foreign investments in Indonesia dropped dramatically from \$2.5bn in 1983 to a little over \$1bn.

Indonesia, despite its considerable economic progress under the firmly development-oriented policies of the Government of President Suharto, is still seen as a high-cost economy, where low labour costs are more than offset by illegal

practices. In addition there is a stifling bureaucracy.

Thus while China is attracting attention as an expanding base, almost all investments in Indonesia, outside the oil and gas sector, are geared to the home market.

Indonesia is tackling these problems and has recently embarked on a comprehensive anti-corruption campaign. It has also been aggressively seeking new markets for its goods and making efforts to diversify its oil and gas exports.

From next year South Korea will begin importing Indonesian liquefied natural gas; at present Japan is the sole LNG buyer.

While political suspicions persist in Jakarta there has recently been a breakthrough in trade relations. Wu Xue Qian, the Chinese Foreign Minister, recently became the first Chinese official to visit Indonesia for nearly 30 years.

In past years, even while no direct trade took place, China still exported more than \$200m worth of goods annually to Indonesia.

Indonesia, however, did not encourage exports to China. All that is changing: "We cannot afford any longer to ignore the China market," says Dr Mochar.

This year Indonesia's exports to China are forecast to go up by more than 200 per cent — Jakarta traders expect exports of plywood alone to China to reach more than \$400m.

## McDonnell Douglas to sell jets to S. Korea

By Paul Taylor in New York

McDONNELL DOUGLAS, the U.S. aerospace group, has signed a deal to sell six MD-82 jets, versions of its twin-engine 150-seater MD-80 series jetliner, to the South Korean Government for about \$150m.

The deal, which comes less than a month after McDonnell Douglas announced an agreement to sell 28 of the jets to China over the next six years, provides for South Korea to purchase an additional three aircraft.

Under the terms of the latest sale two of the jets will be delivered in each of the next three years.

The Swiss parent company of the Brown Boveri Engineering group has, together with Siemens of West Germany, won an order worth SwFr 160m (£49m) for the delivery of two static converter stations to China, Jahn Wicks reports from Zurich.

The stations form part of a high-voltage, direct-current transmission link.

At the same time, the Zurich-based chemical engineering company Enss - Inventa has hooked a SwFr 55m contract to install two units for the polymerisation of polyester fibres at the Foshan Textile Industrial Company in China.

## FOCUS ON OVERSEAS INVESTMENT AND CAPITAL EXPORT

# NYK LINE: Sailing Through Rough Seas



Mr. Kimio Miyaoke  
President  
Nippon Yusen Kaisha

**N**ippon Yusen Kaisha (NYK) ranks as one of the world's largest shipping companies. Having arrived on the international scene one hundred years ago during the Meiji Era, NYK's growth has mirrored Japan's emergence as a modern industrial power.

Unfortunately, the shipping industry is now in the midst of its worst crisis since the end of the Second World War. NYK's President, Mr. Kimio Miyaoke, an affable man whose favourite hobby is oil painting, has the difficult task of navigating his company through these rough seas.

NYK's biggest challenge is to maintain its international competitiveness at a time when costs are rising, and freight rates are depressed by a chronic oversupply of shipping capacity. Competition in the international scene is fierce. Becoming a globally integrated transport company is NYK's goal.

Hanson: NYK celebrates its centenary this year, amidst what you have described as a "critical" structural problem for the Japanese shipping industry. What is at the root of the current recession?

Miyaoke: First, you must remember that all sectors of shipping are suffering from overcapacity. Take tankers, the oversupply problem has been present since the first oil crisis. Worldwide there is probably 50 million tons of laid-up tanker tonnage. If you include the number of tankers that are operating at slow speed, the excess is probably over 100 million tons. That's a rough estimate, but even at the current rate of turning tankers into scrap it will take at least three years to bring the oversupply problem into line. Tanker rates are now 1/20th what they were at the peak of the market. That's why tanker owners are facing serious troubles.

Hanson: How did NYK react to the tanker crisis?

Miyaoke: Fortunately, we decided to sell off much of our tanker fleet soon after the oil crisis hit. That was a bold move at the time and meant losses. We cancelled orders and paid the penalties, and sold tankers to scrap. In retrospect, it was a very good decision.

Hanson: What has happened to your other shipping business?

Miyaoke: Trump services have been hurt. Let me illustrate. Over the past ten years, with some ups and downs, the market has been stagnant due to speculative construction. Roughly speaking, the number of vessels increased by 60% during '75 to '84. However, cargo movement increased by only 45% during the same period, thus raising the oversupply of bottoms. One other regrettable fact is that container ships have been increas-

ing too rapidly in number and size.

During '83-'86 size of the fleet will expand by about 60%, especially in the Japan, Far East/U.S. route. Some ships being built by a U.S. company will be able to carry 4,000 containers each. That means container liner business, which has been comparatively healthy, will also become redundant. What happens as a result?

The market may collapse. Another problem we have is the liberalisation of shipping in America. The new Shipping Act of the U.S. has forced a change in the structure of the traditional maritime discipline based on the rules of freight conferences. For example, now members of the conference are able to take "independent action" in undercutting rates so that is contradictory to the theory of the traditional freight conference.

Hanson: So what do you do from now on? Your costs are going up, the market is bad.

Miyaoke: The biggest problem is to maintain our competitive power against ship owners in developing countries where wage costs are lower. The Japanese standard of living has gone up, that means that the wages of Japanese seamen must also be high enough. We are trying to find a way to break through the current situation. One conclusion is that we have to reduce the number of crew on a ship even further. We'd like to rationalise the number of seamen from 18 to 16 or 14. That will take time. We also want the government to increase the ratio of relatively low-cost government-backed financing for modernising the Japanese fleet. The point is to keep the core of the Japanese merchant fleet from shrinking further. We think that Japanese registry ships should make up at least 30% of the total operating fleet of vessels, with the rest being made up by Shikumen, chartered ships and ships with mixed crews with Japanese officers and foreign crews.

Hanson: So you want to reduce costs and keep the core Japanese.

Miyaoke: We have already diversified quite a lot. Originally NYK's main business was liner services,

but as a result of our efforts in the postwar period, now we have car-carriers, bulk carriers, tankers, LNG carriers and also heavy plan project cargo carriers, the so-called "module carrier". What we want to do is to move into other transport areas than shipping, like air cargo traffic. For example, we have an air freight handling company, and are trying hard to bolster the company. We are also a partner in the new Nippon Cargo Air Lines Company, which is trying to win routes into the U.S. It has long been our dream to enter the air transportation field. We can't just sit back and watch cargo that we used to carry in ships shift to air cargo. Computers and communication equipment

is another area that we are serious about expanding. We have three such companies already.

Hanson: You have come a long way in 100 years, but you are still essentially a shipping company. What is the most important priority for NYK as it marks its centenary?

Miyaoke: Maintaining our international competitive power. And we will need the cooperation of all concerned, especially the unions. The unions used to be very stubborn, but they have realised more recently that they must cooperate in keeping us competitive. That means reducing the work force and modernising ships.

Hanson: Is the biggest competitive threat coming from carriers from developing countries?

Miyaoke: Yes, developing countries — and American carriers. In the U.S., the system of "operating differential subsidy" has been stopped for new applicants, but large amounts of money are still paid to shipping companies based on old contracts. Military cargo is also good support for their operating vessels with profitable volume of cargo.

Hanson: What about your relationship with the government?

Miyaoke: The main support now is in the form of loans from the governmental Japan Development Bank, where interest rates are lower than commercial rates to some extent. We used to get an interest rate subsidy,

but that has been abolished.

Hanson: Historically, what have been the most important turning points for NYK?

Miyaoke: As you know, we lost nearly our entire merchant fleet in the Second World War without any compensation from the government or insurance companies. We started again from zero. At the first stage we tried to reconstruct our liner fleet network. Even that took until about 1963. Since then we have developed along with Japan's industrial economy. That's why we extended our reach to tankers, bulk carriers and other specialised ships. But as I told you, we are now faced with depression in all fields. So in a sense, we have come to the top of the mountain and the question is which direction we now go in.

Hanson: Is there any good news?

Miyaoke: There are some positive sides to the business. For example, liquefied natural gas carriers. NYK is the biggest shareholder in an LNG consortium of seven shippers transporting gas from Indonesia. This big project has just been completed and it will contribute to stable earnings for another 20 years. We are now trying to set up another LNG project in Canada, which is still uncertain. But there is also the Western Australia LNG project. Two of seven ships to be used will be Japanese, and NYK is a major partner. LNG is a very good business for us, stable for a very long time. We are also getting more business to carry coal from electric power companies, which are switching from oil. That is also long-term and stable trade.

Hanson: Is there a stronger role you would like to see the government play?

Miyaoke: Not in domestic matters, but we do want the government to be more active in preventing unreasonable measures against us by other governments.

Hanson: What about overseas acquisitions? Are you planning on investing abroad?

Miyaoke: We would like to, but there are still a number of government restrictions, left over from the time when we received subsidies, on investing in overseas and domestic interests. Those should be lifted as soon as possible. I hope it will be in the next year or so.

Hanson: One last question. What do you think NYK will look like in another 20 years?

Miyaoke: Shipping will be an essential industry forever. We have to remain competitive in this industry in order to survive. Also our long-term goal is to become more than just an ocean-going shipping company. We want to be globally integrated as a transport business. That means NYK must be involved on the land and in the air as well as in sea transport.

Is there a chance of a recovery in the market?

Miyaoke: Well at the moment, to be frank, as long as there is an excess of ships, all three shipping sectors look extremely gloomy. However, I am not pessimistic. Because, as you see, Japan is surrounded by the sea and shipping is an indispensable industry. The essential point is how to manage it.

Hanson: What about diversification? Can NYK expect to bring in any significant new lines of business?

Miyaoke: Let me make one point very clear. NYK's main business will remain shipping. The question is to find ways of supporting the shipping business. We aren't going to move away from shipping, but on the other hand we are doing a number of other things. We have about 80 affiliated companies, such as air agency services, real estate, computer and communications and others. In the meantime, we are doing our best to manage our assets efficiently. NYK has yen 200bn in financial assets, which brings in a healthy profit. Our real estate holdings also produce stable earnings.

Hanson: How about diversifying further in the shipping industry itself?

Miyaoke: We have already diversified quite a lot. Originally NYK's main business was liner services,

but as a result of our efforts in the postwar period, now we have car-carriers, bulk carriers, tankers, LNG carriers and also heavy plan project cargo carriers, the so-called "module carrier". What we want to do is to move into other transport areas than shipping, like air cargo traffic. For example, we have an air freight handling company, and are trying hard to bolster the company. We are also a partner in the new Nippon Cargo Air Lines Company, which is trying to win routes into the U.S. It has long been our dream to enter the air transportation field. We can't just sit back and watch cargo that we used to carry in ships shift to air cargo. Computers and communication equipment

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Miyaoke: As you know, we lost nearly our entire merchant fleet in the Second World War without any compensation from the government or insurance companies. We started again from zero. At the first stage we tried to reconstruct our liner fleet network. Even that took until about 1963. Since then we have developed along with Japan's industrial economy. That's why we extended our reach to tankers, bulk carriers and other specialised ships. But as I told you, we are now faced with depression in all fields. So in a sense, we have come to the top of the mountain and the question is which direction we now go in.

Hanson: Is there any good news?

Miyaoke: There are some positive sides to the business. For example, liquefied natural gas carriers. NYK is the biggest shareholder in an LNG consortium of seven shippers transporting gas from Indonesia. This big project has just been completed and it will contribute to stable earnings for another 20 years. We are now trying to set up another LNG project in Canada, which is still uncertain. But there is also the Western Australia LNG project. Two of seven ships to be used will be Japanese, and NYK is a major partner. LNG is a very good business for us, stable for a very long time. We are also getting more business to carry coal from electric power companies, which are switching from oil. That is also long-term and stable trade.

Hanson: Is there a stronger role you would like to see the government play?

Miyaoke: Not in domestic matters, but we do want the government to be more active in preventing unreasonable measures against us by other governments.

Hanson: What about overseas acquisitions? Are you planning on investing abroad?

Miyaoke: We would like to, but there are still a number of government restrictions, left over from the time when we received subsidies, on investing in overseas and domestic interests. Those should be lifted as soon as possible. I hope it will be in the next year or so.

Hanson: One last question. What do you think NYK will look like in another 20 years?

Miyaoke: Shipping will be an essential industry forever. We have to remain competitive in this industry in order to survive. Also our long-term goal is to become more than just an ocean-going shipping company. We want to be globally integrated as a transport business. That means NYK must be involved on the land and in the air as well as in sea transport.

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NYK LINE

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## SHIPPING REPORT

### Hopes for tankers unrealised

HOPES THAT the tanker market would liven up after last week's holidays in Europe were not realised, according to shipbrokers E. A. Gibson, Our Trade Staff reports.

The period of relative calm in the Gulf war appears to have done little to stimulate business, while the approach of religious holidays in the region may also in the past lead to increased military activity.

The Gulf loading area was particularly quiet, and although an 225,000-tonner received worldwide 23 for a voyage to Taiwan, the rest of the fixtures were for small or medium-sized vessels.

There were few cargoes out of Indonesia, according to Gibson, and inquiries were virtually non-existent in the Mediterranean.

The West African market was still fairly busy, although quieter than in the recent past. Even so, there is so much surplus tonnage in the area that the rates have not increased.

Gibson's reported a fairly active chartering market in the North Sea, prompted by lower oil prices in the area. However, this had not led to any general improvement in rates.

The broker also spotted a possible prospect in press reports that the U.S. Administration is to lift restrictions and allow modern tankers to enter the highly lucrative Alaskan oil trades.

Denholm. Coates, reporting on the dry cargo market, said Atlantic rates were drifting lower.

### Finns likely to build liners

By Olli V. Virtanen in Helsinki

THE Norwegian Royal Caribbean Cruise Line has reportedly decided to give the contract for two large luxury cruise liners to the Finnish shipbuilding company Wartsila. The total value of the deal will be in the region of \$300m.

Neither company will confirm the information but according to sources in Helsinki and Oslo the parties have reached a basic agreement on the deal. The chairman of RCCL, Mr Roald Aulund, says that the winning bidder among the four competing yards will be announced in June.

### UK industry resigned to MFA stance

By Anthony Moreton, Textiles Correspondent

THE British decision to adopt a more liberal stance on the renewal of the Multifibre Arrangement (MFA), the agreement that regulates about 80 per cent of world industry in textiles and clothing, appears to have been accepted with resignation by the industry.

"We shall want to look at the small print of the minister's statement in the House of Commons on Thursday," one industry spokesman said yesterday, "but, frankly, the shift in position has not surprised us."

Another text comfort in the fact that "it is pretty clear now that abandoning the MFA is not a realistic political position."

"Some ministers would seem to want this but the Government statement by Mr Paul Channon, Minister for Trade, was unpalatable. It was at least coupled to concessions."

Mr Channon had told the Commons that the Government would urge its European partners to give greater access to imports from the less-developed Third World countries but in return would expect to see a lowering of tariff barriers in those countries against British and other exports.

He accepted there was a need for an extension at the MFA but insisted such an extension should merge into the world trade talks under the aegis of GATT (the General Agreement on Tariffs and Trade) promised at successive Western summits and that in return for a more liberal trade regime the MFA could be phased out.

All the MFA negotiations are undertaken for EEC members by the Commission and the next crucial date will be the July meeting of the Council of Ministers.

Mr Eric Ha, Hong Kong's Secretary for Trade and Industries, said in London yesterday that the developing countries stood by their implacable opposition to the MFA.

But both China and South Korea had thought to be sympathetic about trading tariff concessions far an abolition of the MFA and Hong Kong probably is, too. The hard-line bidder among the four competing yards will be announced in June.

## World Economic Indicators

		UNEMPLOYMENT			
		Apr. '85	Mar. '85	Feb. '85	Apr. '84
UK	000s	3,272.6	3,267.6	3,233.7	3,107.7
	%	13.5	13.5	13.7	12.8
	%	7.3	7.3	7.3	7.2
U.S.	000s	8,426.0	8,396.0	8,399.0	8,800.0
	%	7.3	7.3	7.3	7.2
	%	7.3	7.3	7.3	7.2
		Mar. '85	Feb. '85	Jan. '85	Mar. '84
W. Germany	000s	2,474.5	2,611.3	2,619.4	2,393.3
	%	9.2	9.7	9.7	8.9
	%	9.2	9.7	9.7	8.9
France	000s	2,419.8	2,484.9	2,541.9	2,247.0
	%	10.6	10.9	11.2	9.9
	%	10.6	10.9	11.2	9.9
Italy	000s	2,342.2	3,239.1	3,213.5	3,011.0
	%	14.2	14.2	14.1	13.2
	%	14.2	14.2	14.1	13.2
Netherlands	000s	773.4	801.9	804.2	835.0
	%	12.6	14.1	14.1	13.2
	%	12.6	14.1	14.1	13.2
Belgium	000s	580.0	594.0	619.4	573.6
	%	14.1	14.5	15.0	13.9
	%	14.1	14.5	15.0	13.9
		Feb. '85	Jan. '85	Dec. '84	Feb. '84
Japan	000s	1,440.0	1,520.0	1,420.0	1,710.0
	%	2.6	2.4	2.6	2.7
	%	2.6	2.4	2.6	2.7



## UK NEWS

## Vauxhall electricians end strike over robots

A STRIKE by 180 electricians which had crippled production at the Vauxhall car plant at Ellesmere Port, Merseyside, was called off yesterday after the company agreed to let members of the electricians union, the EEPFU, maintain new robotic equipment at the factory.

The electricians will return to the plant today after holding a mass meeting yesterday at which the terms for settlement were outlined to the members.

Normal production is expected to resume at the plant within the next few days, where 1,800 workers were laid off last Thursday.

The dispute has cost Vauxhall more than £4m in lost production of the Astra car, for which there is already a three-month waiting list.

Vauxhall had originally maintained that members of the EEPFU will not be involved in scheduling or diagnosing faults in new robotic equipment. The machinery was installed last July, and since then white collar staff have been operating and maintaining equipment.

Now the company has agreed to let the electricians work on duplicate automation equipment along-side white collar workers.

Mr John Randall, the EEPFU convenor at the factory, said: "As far as we are concerned, this has been a climbdown by the company which has said all along that no electricians will be operating this equipment. They have now agreed to our members being responsible for maintaining and diagnosing faults for this equipment."

GOVERNMENT faces the possibility of further damaging defeats in the Lords today on its Bill to abolish the Greater London Council and six metropolitan county councils. This follows a series of defeats during the detailed committee stage debate which has caused ministers serious concern and threatens to dislocate the Government's timetable for the Bill.

Today's debate will centre on a group of Opposition amendments removing the Environment Secretary's powers to abolish or reconstruct the Inner London Education Authority without fresh legislation.

Another amendment, tabled by Lord Albert, a senior backbench Conservative, would impose a six-year time limit on any decision to make changes to the authorities.

TEACHERS' strikes over a pay claim would hit 729 schools in 43 education authorities this week, affecting about 450,000 children throughout England and Wales, the National Union of Teachers said. Strikes will last between half a day and three days.

## Underwriters' losses may exceed £60m

BY JOHN MOORE, CITY CORRESPONDENT

TRADING LOSSES suffered by Lloyd's of London underwriting members, whose affairs are managed by interests of Minet Holdings, the insurance broker, are set to rise to more than £60m. The underwriting members will be told today of the worsening position at a meeting in London.

Earlier this month underwriting members were told that the losses for the last underwriting account for 1982 could be around £50m. But underwriting members have been warned that "further substantial losses" will fall on the 1983 and 1984 underwriting accounts, which have not been closed.

The Lloyd's insurance market operates a three-year accounting system. It leaves its accounts open for three years in order to take account of insurance claims arising on the market's insurance policies.

The underwriting members, whose affairs are managed by the Richard Beckett agency, part of the Minet group, have faced losses of

£40m for the 1981 underwriting account. Another wave of losses of £60m has hit the members for the 1982 underwriting account. And a further series of losses is forecast for the 1983 and 1984 accounts, which remain open.

The worsening situation has led Minet to take the unusual step of winding up the Richard Beckett operations, which it hopes to complete by the end of this year.

Last year underwriting members were told by Minet that in addition to the trading problems some £40m had been diverted by former underwriting executives without the members' knowledge. Minet arranged a compensation payment of £40m to cover the funds which had disappeared which the members used to meet their underwriting losses.

Minet has said that there will be no financial aid for the underwriting members this year and Lloyd's chairman, Mr Peter Miller, has said that there will be no financial assistance from the market.

Lloyd's underwriting members have to accept the principle of unlimited liability—and have to pay out of their own money any insurance claims which fall on them in their capacity as members of Lloyd's. They are liable to the full extent of their private wealth.

Last year the trading losses were spread broadly across 1,525 members of Lloyd's whose affairs the Beckett agency managed. But the latest set of losses of £60m and the further losses fall largely on an insurance syndicate in which are grouped just 400 underwriting members whose affairs are managed by the Beckett agency.

The syndicate concerned—number 818—has produced losses of £15,700 for every £10,000 of insurance business accepted at Lloyd's for the 1982 underwriting account. Individual members are facing losses of up to £500,000 or more from their involvement with the syndicate.

## ACT to sell cheaper versions of personal computers in U.S.

BY JASON CRISP

APPLIED Computer Techniques (ACT) is to launch two cheaper versions of the range of personal computers in the U.S. in an attempt to stimulate disappointing sales there.

ACT originally intended to launch the new computers in Britain this week but has decided to divert initial production to the U.S. The fast-growing computer group entered the U.S. market only this year through Apricot—a company set up with £20m in which it holds a 20 per cent stake.

Although ACT now has over 100 dealers in the U.S., volume sales of the Apricot for general-purpose computing have failed to materialise. It claims to be having more success selling the computers for specialised use such as in the construction industry.

ACT will launch the cheaper and more basic F series computers in

the U.S. in June in an effort to gain volume sales.

The company faces extremely stiff competition in this area from the established market leaders, Apple and International Business Machines. In addition, the U.S. personal computer market has been weak in recent months as customers wait for IBM to launch a new version of its best-selling Personal Computer, the PC2.

The new ACT models will be different versions of the F1—on sale in Britain at just over £1,000. They are now unlikely to be launched in Europe before the early autumn.

However ACT is to make substantial price cuts on two of its existing products which have not been selling well. The most important is a £200 cut in the price of the F1e, which is aimed at the education market. The move will put pressure on Acorn's BBC computer which

has over 70 per cent of the education market.

The F1e aimed at schools and universities will cost £595 for a system which includes a disk drive, has a 16-bit microprocessor and uses a standard operating system, which means it can run a wide range of software.

Acorn uses a less powerful microprocessor, has a proprietary operating system and no disk drive. The company—which was rescued earlier this year by Olivetti of Italy—has only just launched a new version of the BBC micro at £499.

Acorn's high price for the new computer has been widely criticised. Observers suspect it is exploiting the fact that schools are heavily committed to the BBC system and will continue to buy it. However, a number of companies are keen to break Acorn's hold on the substantial education market.

## Pit union leader warns on overtime

By David Goodhart, Labour Staff

MR PETER MCNESTRY, leader of the coal mine supervisors' union, Nacods, warned yesterday that an overtime ban by his members "will only be the first step" in the union's campaign to stop pits being shut outside the terms of agreed procedures.

The result of the Nacods overtime ban ballot is expected on Thursday, and it is as widely expected, there is a large vote to support the ban, it will become operational almost immediately. The resultant loss of output could be as high as 30 per cent, according to the National Coal Board.

The Nacods ballot paper does not allow the union executive any discretion over the implementation of the ban. The possibility of a strike ballot to follow the overtime ban has clearly not been ruled out by Nacods officials if the coal board refuses to budge.

The board has now, according to Nacods, closed six pits without agreement following the March 27 statement which said that because of damage caused during the 12-month long miners' strike, some pits would have to close without going through procedure.

The Nacods leadership believes these closures to be contrary to the terms of the October 1984 agreement which was described by ministers and coal board officials as "sacrosanct".

Mr McNestry said that the union's credibility was now in the balance in the light of the board's treatment of its agreements. In addition to anger over the March 27 statement, the union is also accusing the coal board of dragging its feet on talks to establish the modified review procedure agreed in outline in October.

He said yesterday that proposals put forward by the board for the modified procedure would make it worse than the existing one and that the Board wanted to end the existing "status quo" procedure.

## State pension move could push up welfare contributions

BY MICHAEL PROWSE

THE PHASING out of the state earnings-related pension scheme (Serps), agreed in principle by the Cabinet last Thursday, could require a big increase in national insurance contributions for about 8.75m British workers.

For members of occupational pension schemes currently "contracted out" of the state system, employer and employee contribution rates combined may have to rise from 13.1 per cent of earnings to about 16.5 per cent, the Treasury has confirmed.

The Confederation of British Industry argues that the rise in national insurance contribution rates would add about £2m to industry's costs.

However, this is probably an overestimate of the effect of Serps abolition as there are 5.6m members of public sector pension schemes, the vast majority of which are contracted out of Serps. The actual cost to industry might therefore be £1.5m.

The rise in contribution rates, however, is distributed between employers and employees, it is likely to be unpopular because it will not be compensated by any increase in benefits for members of occupational schemes.

The problem arises because the Government currently expects the 11m workers contracted in to Serps to pay much more towards the cost of current pension benefits than the 8.75m contracted out.

Even though all contributions are used to pay for current pensions,

combined employer and employee national insurance rates for those contracted in are 19.45 per cent of earnings. The big premium over the rates paid by those contracted out is justified by the promise of future earnings-related benefits.

If Serps was abolished, every body would qualify for the same state benefit—the basic pension—as those currently contracted out. But if the contribution rate for those contracted in were reduced to the present contracted out rate, the national insurance fund would plunge into deficit to the tune of about £4.7m.

The 11m workers contracted in to Serps might expect to see a reduction in their total contribution rate from 19.45 per cent to the new rate of 16.5 per cent.

But they have no more reason to be pleased by Serps' abolition than those contracted out who will experience higher contribution rates.

The problem is that the reduction in employers' and employees' combined contribution rates of about 3 percentage points for those now contracted in will not be sufficient to buy them benefits in a private funded pension scheme comparable to those they would lose if Serps were wound up.

This is because the gap of more than 6 percentage points between the current contribution rates of those contracted in and those contracted out reflects an actuarial estimate of the cost of funding the Serps benefits.

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## Contracts and Tenders

## REPUBLIQUE ALGERIENNE DEMOCRATIQUE ET POPULAIRE

(Algerian Popular Democratic Republic)  
MINISTRE DE L'ENERGIE ET DES INDUSTRIES ET PETROCHIMIQUES  
(Ministry for Energy & Chemical & Petrochemical Industries)  
ENTREPRISE NATIONALE DE RAFFINAGE ET DE DISTRIBUTION DES PRODUITS PETROLIERS  
(National Company for the Refining and Distribution of Petroleum Products)

DIRECTION AVIATION MARINE  
(Marine Aviation Division)  
HOUMI BOUMEDJENE AIRPORT - DAR EL BEIOA  
ALGERS - ALGERIA

## NOTICE OF RESTRICTED NATIONAL AND INTERNATIONAL CALL FOR TENDERS

NUMBER 01-84 AYM LAB  
A "Restricted" National and International Call for Tender is being launched for the maintenance, in the course of 1985, of equipment in the NAFTAL Laboratory, Dar El Beioa, Marine Aviation Division, which controls the quality of the products employed in refuelling aeroplanes and ships. This maintenance involves monitoring operations every six months in the interests of breakdown prevention, and calibration at a similar interval and, in case of deterioration of parts, replacement parts to be provided. It is necessary for the tenders, in the event of unexpected breakdowns, servicing to be affected within 10 days.

This Call for Tenders is only intended for companies specialising in laboratory equipment for petroleum products. Amalgamations, representatives of companies and other intermediaries are excluded, in conformity with the provisions of the Law no 78-02 of 11 February 1978, governing State Monopoly on Foreign Trade.

Interested tenders may obtain the specifications from the above address against presentation of a written request signed by an authorised person in the company and payment of 300 DA for establishment costs for the specifications.

The Tenders drafted in French, prepared in three (03) copies, should be sent by post, in a double-sealed envelope, clearly bearing the heading on the outside "Avis d'Appel à la Concurrence Nationale et Internationale no 01-84 AYM-LAB-NE PAS OUVRIRE" (National and International Call for Tenders No 01-84 AYM-LAB-DO NOT OPEN).

The outside of the envelope should be unmarked. All those bearing any information which might identify them will be rejected.

The deadline for submission of tenders is fixed at 90 days with effect from the publication of this Call for Tender in the press, the date stamp furnishing proof of posting. Tenders shall be bound to their offers for a period of 90 days following the date of closure of this Call.

In support of their offers, the tenderers should attach the documents requested in the specifications.

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The Consultant is expected to have a broad experience in arsenopyrites processing, gold and silver recovery and handling of arsenic compounds.

The Consultant is expected to offer independent services in Technology Evaluation and therefore should not be tied to any specific technology.

Interested qualified Consultant Companies should submit prequalification documents describing:

- Company's structure, organisation and size;
- Company's experience, with special emphasis in auriferous-argentiferous arsenopyrites processing;
- Curriculum vitae of key personnel to be involved in the project.

Prequalification documents should be addressed as soon as possible to:

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U.S. \$50,000,000

Floating Rate Capital Notes 1992

In accordance with the terms and conditions of the above mentioned notes, notice is hereby given that the rate of interest for the six months from 9th May 1985—12th November 1985 has been fixed at 9 1/4% per annum and the amount payable on coupon No. 7 will be US\$ 470.75

Agent Bank

Nordic Bank PLC



## Company Notices

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US \$100,000,000

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Rate of Interest of % per annum with a Coupon Amount of US\$

Agent Bank

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## Legal Notices

REINVEST BROTHERS LIMITED

(In Voluntary Liquidation)

NOTICE IS HEREBY GIVEN, pursuant to section 298 of the Companies Act 1948 that a General Meeting of the Members of the above-named Company will be held at the offices of Singla &amp; Company, Chartered Accountants, New Broad Street House, 25 New Broad Street, London EC2M 1HH on 24th May 1985 at 11.00 am to be followed at 11.15 am by a General Meeting of the Creditors for the purpose of receiving an account of the Liquidator's assets and dealings and of the conduct of the winding-up to date.

S. K. SINGLA, F.C.A.

Liquidator

30th April, 1985

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We inform the bondholders that in accordance with the terms and conditions of the notes, Société Générale has elected to redeem all of its outstanding notes on July 15, 1985 at a redemption price of 100%.

Interest on the said notes will cease to accrue on July 15, 1985.

The notes will be reimbursed, coupon n° 6 and followings attached according to the terms and conditions of the notes.

THE PRINCIPAL PAYING AGENT  
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UK NEWS



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## Fears grow about viability of state conference project

BY SUE CAMERON

FEARS are growing in Whitehall that the Government's £80m conference centre in the heart of London could prove to be a big loss maker. The eight-level centre, which will be capable of housing six conferences simultaneously and which will need at least 100 permanent staff, was given the go-ahead only after a political row about whether it should be a private sector or a state-run venture.

Eventually, after a series of discussions by the full Cabinet, it was decided that the Government's own Property Services Agency (PSA) should be responsible for building and running the centre which stands on a prime site opposite Westminster Abbey.

It appears that in the political future which accompanied the decision to set up the project, nobody bothered to do any adequate market research or costings.

The Government may now face two choices — either to hire out the centre at competitive market rates and so ensure that it runs at a loss for many more years than was originally intended; or to set charges at a level which would give a reasonable payback period for the investment — but which would risk pricing the centre out of the market and

leave it standing empty for much of the year.

Inadequate costings are not the only snag in attracting customers. Successful conference centres are usually housed inside or very close to hotels. There are hotels in the vicinity of the conference centre, but as one Whitehall official remarked last week: "Most of them are decidedly downmarket and not the sort of places that people using the conference centre would want to stay at."

The PSA has declined to comment on the costings, saying that its officials are at present studying payback periods and hiring charges.

The conference centre is already built and carpets and curtains are now being installed. It has managed to attract about 60 definite reservations from the private sector for conferences up to the year 1991.

Given that it can hold six conferences at any one time, that is not thought to be a great number — equivalent to just over 10 a year for the first five years of the centre's life. Most conferences last for a week or less. The Government will also use the centre, but probably for not more than eight weeks a year at the most.

## Zenith boost for film industry

By Raymond Snoddy in Cannes

ZENITH, the independent production company, yesterday announced a significant boost for the British film industry. The company, a wholly-owned subsidiary of Central, the Midlands independent television company, announced at the Cannes Film Festival a group of five new films costing a total of about £15m.

Expansion plans came the day after the Zenith film *Insignificance* represented Britain in competition at the film festival.

The new films include *High Places* — a tragedy about Dr Stephen Ward, the osteopath who was at the centre of the Profumo scandal of the 1960s and *Armageddon* featuring leaders of the UK, U.S. and Soviet Union in puppet form from the Spitting Image television show. The five films, three of which will be made this year, represent dramatic growth for Zenith.

Mr Charles Denton, former director of programmes at Central, now chief executive of Zenith, said: "This is a really major move forward." Half the finance for the package is already in place before any of the rights have been pre-sold.

## Lloyds in delicate talks to crack China market

INSURANCE

LLOYD's underwriters could be on the edge of a breakthrough in their dealings with the Chinese insurance market. Last week, Mr Peter Miller, Lloyd's chairman, predicted that there could be a considerable increase in the flow of marine insurance business to the London market following discussions with Chinese insurers over the last month.

During April a delegation from Lloyd's, led by Mr Miller, held discussions with the People's Insurance Company of China and government officials in an effort to secure more business from China's insurance market.

The People's Insurance Company is responsible for all insurance and reinsurance transaction undertaken in China and on behalf of Chinese clients operating internationally.

The company employs 30,000 people, and the latest figures available indicate that its revenue for 1982 was more than \$600m. But the economic development programmes and expansion of China's industrial infrastructure are expected to generate substantial insurance for the People's Insurance Company. By the end of this decade the revenue is expected to increase to more than \$2.5bn.

Along with other insurers outside China Lloyd's has to rely on picking up what business it can through reinsurance. The People's Insurance Company is estimated to lay off between \$100m-\$125m of its business in reinsurance in international insurance markets to protect itself against onerous losses.

Whether Lloyd's is able to make further inroads into the Chinese market depends on delicate negotiations which are in progress in London.

Lloyd's underwriters are holding discussions with the Institute of London Underwriters, which represents over 100 insurance companies operating in the marine insurance market in London. They are attempting to resolve two technical problems which have so far held up an aggressive development of the marine insurance market in China.

For many years the Chinese have been unhappy with the wording of marine insurance policies issued in London for the insurance of ships against the risk of war.

Policies issued in London refer to the automatic cancellation of the insurance contract in the event of war between the "five great powers." The fact that this includes China has apparently stirred Chinese sensibilities. A formula is being

worked on in London which would tone down the wording.

The other problem in the war risk market is the approach by British insurers to the insurance of cargoes carried by ships. Clauses in Chinese insurance policies give cover for cargoes even if they are unloaded and placed in a lighter, small craft used for carrying the cargo to or from a ship. British underwriters do not offer this form of cover, insuring the risk only until it is discharged from the ship. In London underwriters are worried that if they accept the wording of the Chinese clauses they could face an enormous accumulation of risk on their policies.

The British argue that there is a risk that cargoes during transport to shore in certain troubled regions around the world face long delays before they can be fully unloaded. Moreover the risk they would have to carry on their insurance portfolios would be enormous, the British say.

A joint committee of the Institute of London Underwriters, with representatives from Lloyd's, is examining these problems and proposals are to be put to London underwriters.

John Moore

## BUSINESSMAN'S DIARY

### UK TRADE FAIRS AND EXHIBITIONS

- Current
- 6th British Craft Trade Fair (0282 867153) (until May 14) Maropage
- Business to Business Exhibition (01-729 0677) (until May 15) Earls Court
- London International Furniture Show (01-385 1200) (until May 15) Earls Court
- May 16-27 National Home, Garden and Leisure Show — LIFESTYLE (01-222 9341) Earls Court
- May 21-23 N.E.C., Birmingham
- May 21-23 Heating, Ventilation and Air Conditioning Exhibition (01-705 6707) Olympia
- May 21-24 Chelsea Flower Show (01-834 4333) Royal Hospital
- May 30-June 8 Fine Art and Antiques Fair (01-585 1200) Olympia
- June 3-4 International Freight Industry Conference and Exhibition —
- WORLDFREIGHT (01-642 7888) Met. Exhibition Hall, Brighton
- June 4-8 Business Computer Show (01-643 8040) Earls Court
- June 11-13 Mexican Exhibition and Conference (01-600 9890) Novotel, W6
- June 4-8 Software Show (01-643 8040) Earls Court
- June 5-9 Bristol Boat Show (0272 296521) Bristol Exhibition Centre
- June 8-13 Shop Equipment and Display Exhibition — SHOPEX INTERNATIONAL (01-585 4499) Olympia
- June 10-14 International Mining Exhibition — MINING (0223 778311) N.E.C., Birmingham
- June 16-19 Royal Highland Show (031-333 2444) Ingliston Showground, Edinburgh

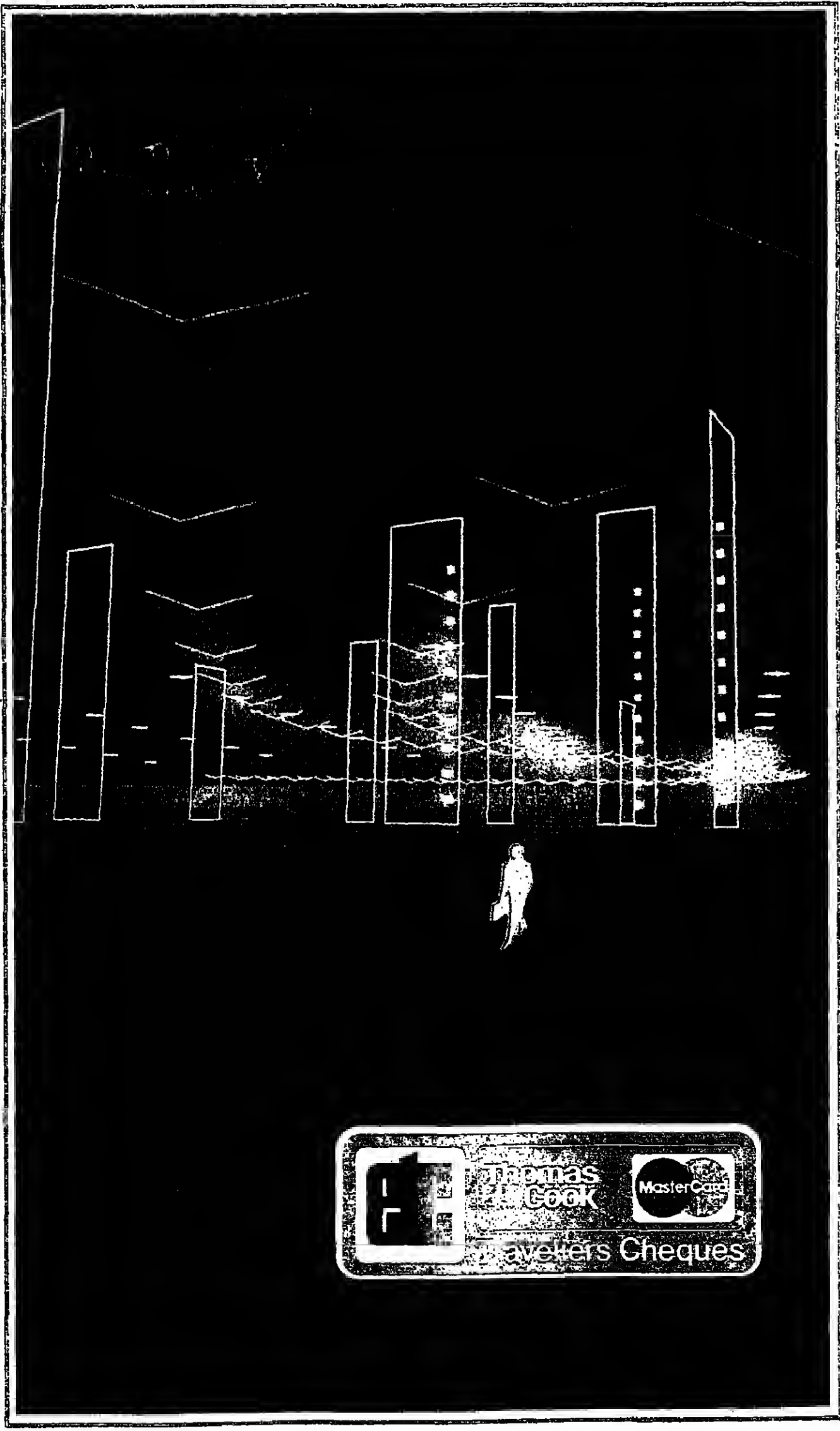
### OVERSEAS TRADE FAIRS

- Current
- International Accessory, Machinery and Materials Fair for Furniture Production, Interior Decoration and Furnishing — INTERZUM (01-930 7251) (until May 14) Cologne
- May 14-18 International Telecommunications and Information Technology Exhibition — TELEMATIC (01-663 1189) Kuala Lumpur
- May 16-19 Roof and Wall Trade Exhibition (01-930 7251) Cologne
- May 21-23 Electronic Components and Equipment Exhibition — CEX (01-891 5051) Hong Kong
- May 27-31 Brazilian Textile Industry Fair — FENIT (01-486 8686) Sao Paulo
- May 28-31 Asian Water Technology Exhibition and Conference — AQUATECH ASIA (01-457 8404) Singapore
- May 31-June 9 International Air Show (01-439 3094) Farnborough
- May 31-June 3 International Trade Fair for Cosmetics, Health and Beauty Fair — COSMETICS (01-486 1951) Munich
- June 10-15 International Energy Conservation Exhibition and Conference (01-968 4587) Shanghai

### BUSINESS CONFERENCES

- May 21-24 Ritz Reclamation and recycling — the world's most important exchange of secondary raw material (Brussels 02 217.82.51) Paris
- May 22 Institute of Directors: Pensioners — an examination of current practice, potential developments and business and personal use (Saddlesworth 6942) Pall Mall, SW1
- May 23 Seminars for Secretaries: One-day training seminar (01-935 7982) Cafe Royal, W1
- May 23-25 Dataquest: European Semiconductor Industry Conference — "Winds of Change" (01-353 8907) Hilton Hotel, Vienna
- May 24-25 Asia/Pacific Duty-Free Conferences (0757 68611) Rhyatt Central Plaza Hotel, Bangkok
- June 3-4 FT Conference: Foreign exchange risk in 1985 (01-621 1355) Hotel Inter Continental, W1
- June 10-11 FT Conference: The Sixth Paper and Pulp Conference (01-621 1355) Hotel Inter Continental, W1
- June 11-12 EDANA: Italian nonwovens symposium (Brussels 02-734 82.10) Milan
- June 12 Oyez: Supply, use and carriage of goods — the implications of the new dangerous substances regulations (01-236 4090) London
- June 14 Management Forum: The future of the pharmaceutical market in Great Britain (0483 570099) Cafe Royal, W1
- June 15 B. J. O'Connor International: Japanese materials management (0832 51834) Holiday Inn, Heathrow
- June 19-20 Offshore Conferences and Exhibitions: Offshore tubular joints 1985 (01-548 5831) Heathrow Pental Hotel
- June 19 Business Research International: Interest rate options (01-437 4385) Park Lane Hotel, W1
- June 26 Financial and Business Exhibitions: Strategies for innovation (01-483 0000) Tara Hotel, W8
- July 3 London Chamber of Commerce and Industry: Venezuela — an oil economy. Prospects for British suppliers (01-248 4444) 69 Cannon Street, EC4
- July 9-10 FT Conference: Oil industry developments (01-621 1355) London

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published.



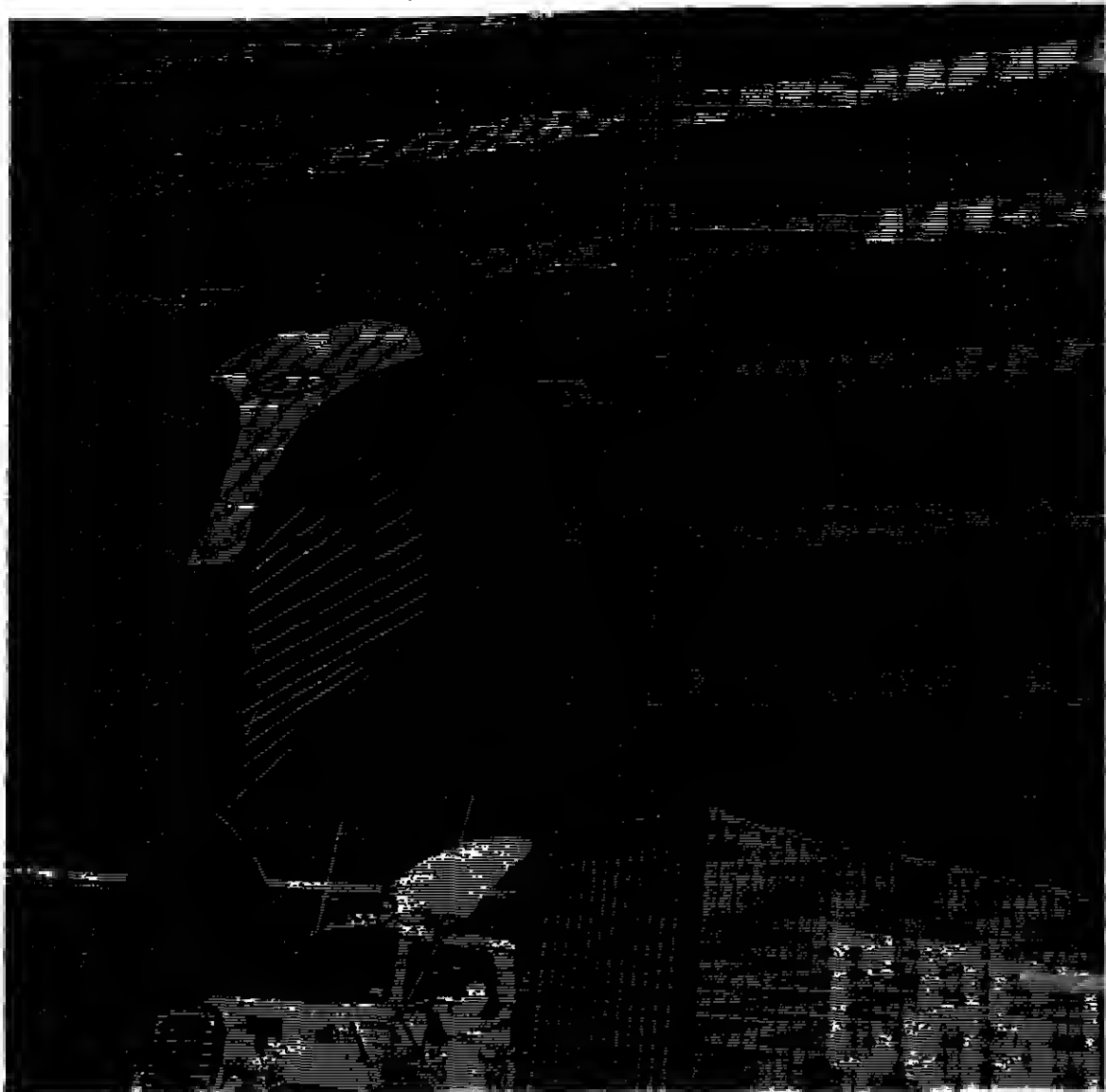
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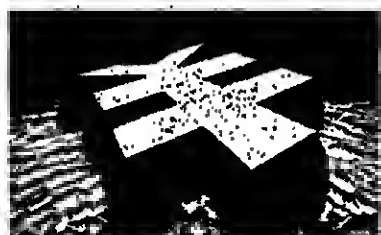
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## UK NEWS

## Environmentalists attack tropical wood importers

BY ANDREW GOWERS

BRITAIN'S tropical timber trade is bracing itself for trouble. The immediate source of the worry is at home, with what may turn out to be a vigorous campaign against tropical timber importers just launched by Friends of the Earth (FOE).

But its root cause lies thousands of miles away in the steaming tropical rainforests of Asia, Africa and Latin America. Conservationists have long been concerned about the alarming rate at which these forests are being depleted by commercial exploitation, clearance for agricultural use and domestic consumption of wood for fuel.

Suddenly, however, the issue is on the political agenda in Britain - and FOE, which describes the rain forest campaign as its most ambitious yet, is determined to keep it that way for several years.

The London-based environmentalist group is pressing timber companies to agree to a voluntary code of conduct under which they would promote ecologically responsible management of forests and felling practices.

It has also called on them to con-

tribute 1 per cent of their profits to a Tropical Rainforest Preservation Fund and is urging consumers to try to avoid buying products incorporating tropical wood unless they are sure it comes from a properly managed forest.

As a result, the timber trade is worried that it will get caught between conflicting pressures: conservation-conscious consumers on the one hand and cash-hungry developing countries eager to maximise their timber exports on the other.

In a sense, the campaign has come at a curious time, just as the first inter-governmental trade and conservation pact on tropical timber, the International Tropical Timber Agreement, is falling into place.

But FOE appears to believe that this accord, which will come into force in June, lacks teeth.

On forest conservation, the figures it quotes are certainly alarming. Every year, FOE says, 20m hectares of tropical forest - equivalent to the surface area of England, Scotland and Wales - are felled. Since World War Two, almost half the world's entire tropical forest

area has been destroyed, leaving a current total of about 3m square kilometres - a little larger than the U.S.

It has been estimated that, for every 13 hectares of closed hardwood forest cleared in the world, only one hectare is replanted.

This has far-reaching implications. Tropical forests provide a habitat for a staggering array of wildlife, many species of which are becoming extinct as a result of their disappearance.

They also play an important role in the world's climatic balance and in preventing disturbances such as soil erosion and floods in tropical countries like Brazil, Indonesia and Malaysia.

In a study of the UK tropical timber trade published to coincide with the campaign, FOE pins at least some of the blame on the UK, which remains heavily dependent on imports for its timber. Britain, it says, is Europe's third largest importer of tropical timber (in terms of the standard unit of timber measurement, roundwood equivalent), after France and Italy.

## Jersey in French grid link

By Edward Owen in Guernsey

JERSEY plans to take all its electricity from the French power grid this summer if tests being carried out on a new cable link go well.

The aim is to reduce the island's present total dependence on oil for generating electricity and to let local consumers benefit from Electricité de France's (EdF) inexpensive off-peak rates. Jersey plans to close its own power station at La Collette for the summer.

The £12.8m cable link has involved laying 28km of submarine cable between the island and the Normandy coast. The Jersey Electricity Company, in which the island Government is the principal shareholder, will continue to generate electricity between October and April, when EdF's rates are higher.

The cable is being tested to allay fears that being linked to the French grid might mean a less reliable supply. Jersey businesses are to make heavy outlays to prevent the loss of computer data and to protect electronic equipment from damage.

The only significant disruption foreseen is if the submarine cable on the sea-bed is severed.

## Labour set for switch on housing policy

BY MARGARET VAN HATTEN

THE LABOUR Party is likely to end its long-held opposition to the sale of council houses to tenants.

A new housing policy document, unveiled at the weekend and which will go before the party's national executive committee next month, proposes that council tenants should have the right to buy their properties except in areas - such as some inner-city districts - suffering from a particularly acute housing shortage.

The document says that proceeds of council house sales would have to be used on improving and expanding the stock of council housing.

The new policy, drawn up by a joint committee of shadow Cabinet and NEC members, is a public admission of what many Labour MPs conceded privately at the time of the 1983 general election - that the party's opposition to sales was deeply unpopular with most of its own natural supporters.

Explaining the policy reversal at the weekend Mr Jeff Rooker, Labour's housing spokesman, said: "There is nothing particularly socialist about public landlordism in letting the people choose."

The document includes proposals to help with the process of buying or repairing a house, as well as

moving house, aimed at cutting the expensive bureaucracy associated with valuations, surveys and conveyancing. It also proposes a right of appeal against building societies refusing a mortgage.

The policy is expected to run into left-wing opposition, both on the NEC and at the party's conference, on the grounds that council house sales reduce the stock available for the poorest; and that the best houses and flats are creamed off, leaving only the worst in the public sector.

The policy committee has attempted to pre-empt this by emphasising the need for a major expansion of home building in both the public and private sector, and insisting that council sale proceeds should be reserved for this.

Mr Gerald Kaufman, Labour's shadow Home Secretary, yesterday defended a left-wing challenge against his re-selection as Labour's candidate for the Manchester (Gorton) constituency.

The re-selection of Mr Kaufman, who has been a Manchester MP since 1970, meant that the Labour Party had broken the back of hard-left opposition to candidates, Mr Stuart Bell, secretary of a Labour moderate pressure group, said.



Lord Gormley

## Campaign to promote jobs in coal areas

By Maurice Gambleton

LORD GORMLEY, the former president of the National Union of Mineworkers (NUM) and once a strong critic of his union's present leadership, is to join a national campaign being launched next week by 54 local authorities in mining areas to preserve and create jobs.

The campaign, to be launched in London on Wednesday, includes Lord Gormley among its sponsors, together with Lord Ezra, former chairman of the National Coal Board (NCB), Mr James Callaghan, the former Labour Prime Minister, and leading churchmen.

Former Energy Secretary Mr Roy Mason, Labour MP for Barnsley, who has also disagreed with the present NUM leadership, is to preside at a House of Commons meeting on the same day to explain the campaign to peers and other MPs.

It was the Barnsley Metropolitan Borough Council which took the initiative in forming the new body, to be called Coalfield Communities Campaign.

Besides calling on the Government to prepare a new energy White Paper (policy document) giving consideration to the role of coal, the campaign is demanding:

- Increased national and local initiatives to preserve and create jobs
- Injection of resources to overcome environmental problems caused by coal mining
- Better marketing and promotion of coal
- More EEC resources for the mining areas
- Recognition of social and economic priorities in deciding government policies on coal.

The campaign, with a budget of £20,000, has commissioned a series of specialist papers on the plight of the mining areas and the prospects for coal.

## Distribution is like tailoring. You don't get a Savile Row fit by doing it yourself.

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\*Source: Institute of Physical Distribution Management.

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## THE MANAGEMENT PAGE

## The Post Office

## Breaking down old barriers

David Goodhart reports on the corporation's efforts to adopt a business face

AWAY FROM the noisy public airing of the labour relations problems at the British Post Office, a no less profound transformation of management structure and practice has been under way for 18 months.

The corporation is now—15 years after separation from formal government control—severing its final links with the Civil Service and coming of age as a business. In the process it could be making itself a more attractive proposition for privatisation.

Since hitting a low point in morale and performance in the late 1970s the Post Office has certainly picked up in profitability over the last five years. In 1983 it made £131.6m and last year £116.9m. It also paid the Government £225m in "negative external finance limits" in the last nine years with another £70m due this year.

The £100m computerisation of office counters, the success of Datapost and other competitive premiums services, the growth of electronic mail, the increasing investment in new sorting technology and a new stress on taking services to the customer—have all helped to drag the organisation into the 1980s.

However, even if the Post Office is the only one in Europe to be profit-making and self-financing, its management systems have remained sleepy and cumbersome and productivity is only back to late-1960s levels.

The 1984 Monopolies and Mergers Commission Report—a sacred text in Post Office management circles—was as scathing about the lack of modern management information and control methods as it was about the absence of proper work measurement in the sorting offices. The latter point, along with other industrial relations headaches—should be sorted out at the Union of Communication Workers' annual conference this week, assuming the past few weeks of brinkmanship have done enough to change activist opinion.

Changing the management culture from an administration to a real business could take a little longer—although the new structure, first spelt out in an internal review two years ago by John Kibble, a senior official, is now more or less in place.

The aim of the changes was badly spelt out in an internal management memo last year.

ALTHOUGH the Post Office is trying to develop some decision making and give managers greater responsibility it is inevitably constrained by the nature of the business. As it is a nationwide postal system most of the key decisions have to be taken at the centre and then implemented across the country.

The two most important challenges which face the management are how to sustain or increase the volume of mail and how to achieve greater flexibility and efficiency from a deeply conservative workforce.

The problem is this: the Post Office has very high fixed costs in maintaining a nationwide network. If mail volumes fall, as they did in the 1970s, unit costs and therefore prices rise. This creates a downward spiral of lower volumes and yet higher prices. Through more aggressive marketing the PO has tried, with reasonable success, to create a "virtuous spiral" in which volumes increase and prices can be contained within the general rate of inflation.

Any attempt to tackle its

costs means changes for the workforce. Nearly 80 per cent of the PO's costs are the salaries, pensions and insurance of its employees. Over the last three years it has had some success in buying out the excessive levels of overtime worked—a product of low basic pay with a generous productivity deal.

The desire to employ more part-time staff reflects the cyclical nature of the PO's day. Most of the work is compressed into two great rushes: one early in the morning for the deliveries and the other late in the afternoon when most letters are posted for collection.

Ironically the PO management itself was responsible for cutting part-timers from 14,000 to about 8,000 in a past economy measure. The need for part-timers is greater now because the reduction in weekend working has also removed flexibility from the different shift patterns.

Post Office management has hailed the agreement with the union as a historic event—although it is yet to be ratified—because it will be

the key to using new technology as well as responding to the threat from new forms of communications. Last year a critical report by the Monopolies and Mergers Commission warned the PO that if it did not solve its problems and adopt modern management methods it would be unable to meet competition from other forms of communications.

The threat of electronic mail, billings and payments has long been a worry of all postal administrators, even if it is taking much longer to materialise than once predicted. At the same time the PO is in a position to exploit similar technology through its own extensive—if old-fashioned—retail chain.

Like a giant liner the Post Office is taking a long time to change course. Some managers who have been geared up for great changes and—if necessary—confrontation with a reluctant workforce are beginning to get frustrated by compromises and the lack of progress.

Jason Crisp

the Industry Department to take over the PO's Office in 1980.

The generalist tradition he perhaps naturally regards as "not stupid" but equally having had only 20 accountants in 1980 in an organisation with 180,000 employees and an annual turnover of near £2.7bn, may not have been clever. There are now 85 with 100 undergoing training.

In the past a manager might move in the course of a career from finance to personnel to Royal Mail operations and back again. Now, managers will have a double focus, loyalty both to the corporation and their professional specialism.

Career and command structures will operate "vertically" from, for example, sales reps in the HPO areas to the regional marketing director and the board member for marketing. Generalists will not disappear entirely nor will be "horizontal" structures in the regions and HPO's become irrelevant.

These organisational changes were preceded at the beginning of last year by a board reshuffle and the separation of the counters into a separate business.

For the first time board

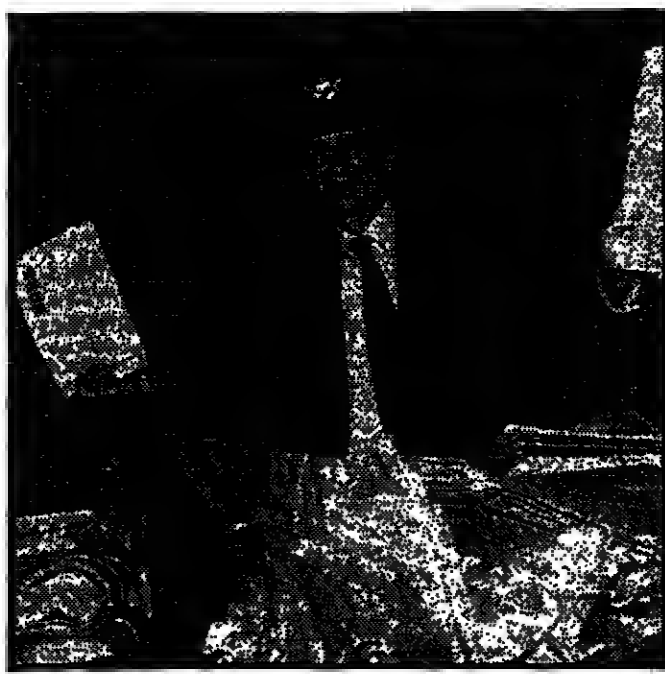
members were created for finance and counters. They joined the board members for personnel, marketing and the heart of the operation—Royal Mail. (National Girobank is an independent business and part of the deputy chairman's responsibilities.)

The board level changes are designed to promote more strategic management planning as is the new emphasis on the separate "products" within the mail: letters, parcels, premium services and overseas.

The board considered splitting them into different businesses but decided against, at least for the time being, and has stopped at separate "profit centres".

The other, and possibly most significant, change introduces full financial accountability at HPO level. (The number of HPO's which has already come down from 480 in 1985 to 175 now, is due to fall still further to 150.)

Until very recently a head postmaster received many of his services—such as catering, motor transport and engineering—free from the region or



Sir Ron Dearing: "We considered our entrails with due reverence before knifing them."

headquarters.

Sir Ron clearly finds such a concept offensive. "I think free issue is evil," he said. "It diminishes somebody in their job." Some HPOs have had 40 per cent of their costs covered by "free issue," although the average has probably been closer to 20 per cent.

To the unions the changes look very similar to those introduced in BT before privatisation. Union officials point to the coincidence between the hiring of BT International prior to privatisation and that of counters in the Post Office.

Privatisation of Girobank—possibly along with the counters—is clearly considered a possibility by both unions and management, although wholesale privatisation of letters remains unlikely at least until after the next election.

Bob Copley, general secretary of the Communication Managers Association, sums up the union position: "Current developments within the Post Office would certainly make the path to privatisation far smoother if the Government decided to take it."

Post Office businesses that have been affected by competition have in recent years generally flourished. Parcels, for example, were losing about £50m on a turnover of £70m in the mid-1970s but after narrowly avoiding the axe last year made a profit of £18m.

Datapost—which takes about 10 per cent of its market—and most of the other premium services are also doing well. However, they are all physically inextricable from the vast

rambling transport business which is the monopoly mails operation.

Apart from a now resolved row over the status of engineering grades in the reorganisation, John Kibble's report has so far met little resistance. That may not be surprising in that the most direct effects have fallen upon quite senior staff but the package does involve considerable disruption to the traditional managerial way of life in a very traditional organisation.

The unions have been divided on the changes with the main union affected by them—the CMA management union—accepting an agreement giving its members improved movement terms.

Sir Ron says the changes, though radical, fell short of the alternative "big bang" shake-up but implementing them after five years of relative success has helped ease the pains.

He actually waited two years into his chairmanship before beginning the rethink. "As befits a venerable body like ours we considered our entrails with due reverence before knifing them."

How far the knifing operation will affect daily life will become clearer in a few months' time. But if the labour relations reforms should create an immediate improvement in the still lagging quality of mail service, the management reforms—in effect the second leg of the MMC report recommendations—should noticeably increase profits and business.

## How to 'punch through walls'

Christopher Lorenz on characteristics of intrapreneurial leadership

WHY DO some soccer teams go for months without winning on their home grounds, when they always win "away" matches? Why did it take eight long years for post-war athletes to run a four-minute mile, when they had previously been approaching it rapidly, and when 80 people did so in the two years after Roger Bannister's momentous race in 1954?

The answer, according to Sven Aterhed, a Swedish consultant, lies in a lack of mental "goal picturing" (no pun intended). For something to become possible in the real world, it must first be made possible in the mind. "We have all sorts of walls that we have to punch through."

Trading in the techniques of goal picturing, and thereby the achievement of peak performance, will soon become a major source of competitive advantage in the business world, Aterhed maintains.

To prove his theory, Aterhed recently persuaded a conference room full of hard-headed executives to dangle wedding-rings and polo-mallets from their thumbs and forefingers, and—without moving—will the objects to swing in particular directions. It worked.

A founder-partner of the Foresight Group, a Scandinavian consultancy which specialises in training "intrapreneurs" (big business bureaucrats who want to become entrepreneurs), Aterhed argued that "only one per cent of people know what they want—and they get it." The rest had "fuzzy" pictures of their objectives—and their achievements were fuzzy, too.

Goal pictures for entire teams of people, whether on the soccer field or in business, must be positive, challenging, exciting and specific. And they must be achieved in common, Aterhed told the conference, which was organised by Management Centre Europe.

Just as in sports, he said, "don't be beaten by the competition," or "make an eight per cent return on investment," was a totally inadequate sort of vision. "We need a vision that is sufficiently challenging or

worthwhile. The creation of joint visions forms a key part of the training in "entrepreneurial leadership" which Aterhed's company offers. UN Lomander, a senior executive of Uddelholm Tooling and one of Aterhed's first clients, told the conference that the absence of such training nearly torpedoed his company's attempts to develop intrapreneurship.

Companies should not try to unleash entrepreneurship in an uncontrolled fashion, Aterhed warned. Each organisation should establish its own framework: "a beautiful idea for Siemens might be a terrible one for Unilever."

Praised to justify his jargonistic use of the word "intrapreneurship," rather than plain old "entrepreneurship" (which is hard enough in itself), Aterhed said the entrepreneur within a large corporation not only needed the small business-person's three main characteristics (vision, commitment and being a purposeful "doer"), but also a special set of social and diplomatic skills.

While financial rewards and a climate which encouraged risk were important stimulus to entrepreneurship, Aterhed claimed it would be wrong to see money as the prime motivation. Equally, entrepreneurs did not have to be hell-bent on risk-taking. Money's main purpose for the entrepreneur was "keeping the score" (of success), and the goal entrepreneur was only prepared to take risks if they could be calculated.

According to a study carried out earlier this year by the Foresight Group, in conjunction with Arthur Young and the Institute for Innovation, 84 per cent of executives in large U.S. companies believe that their companies should create an entrepreneurial environment in order to encourage innovation. But only 50 per cent believe their organisations will actually do so.

"Innovation: the Agenda for American Business," from Cesar L. Pereira, Arthur Young, 277 Park Avenue, New York, NY 10017. Tel. 212-407-3400.

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PUBLISHED ON APRIL 24, 1985  
EXPIRY DATE: APRIL 27, 1985

Notice is hereby given by the Board of Directors of ACCOR to the holders of the US\$40,000,000 7½ per cent Convertible Bonds due 1995 of ACCOR that it has decided to convert the Bonds into ordinary shares of ACCOR from May 15th, 1985 to August 15th, 1985 included.

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## To Holders of Blocker Energy International N.V.

8¼% Convertible Subordinated Guaranteed Debentures Due 1995

Notice is hereby given that a meeting (the "Meeting") of holders of 8¼% Convertible Subordinated Guaranteed Debentures Due 1995 (the "Debentures") of Blocker Energy International N.V. will be held at the offices of J. Henry Schroder Bank & Co. Limited, Investment Division, 86 Old Jersey, London, England, 8th floor, on June 4, 1985 at 2.00 o'clock, London time (the "Meeting Date"). The Meeting has been called by J. Henry Schroder Bank & Co. Limited, Company ("Schroder"), indenture trustee (the "Trustee") for the holders of the Debentures, pursuant to and as trustee under the indenture (the "Indenture") dated as of July 1, 1980 between Blocker Energy International N.V. as issuer, Blocker Energy Corporation as guarantor and Morgan Guaranty Trust Company of New York ("Morgan") as indenture trustee. Schroder succeeded Morgan as indenture trustee on October 15, 1982.

The Debentureholders have previously been advised by publication of the existence of an Event of Default as defined in the Indenture for failure to pay interest due and owing on the Debentures. As of this date, the principal amount due and owing on the Debentures has not been accelerated.

The Meeting has been called for the following purposes:

(1) For Debentureholders to consider giving such directions to the Trustee as may be lawful and proper as to the time, method and place of exercising its powers and responsibilities in light of the aforementioned default in payment of interest.

(2) For Debentureholders to take any other action and to transact such other business as may properly come before the Meeting or any adjournment thereof.

Debentureholders who wish to attend the Meeting, whether in person or by proxy, shall submit to the Trustee at the Meeting proof of their holdings, such proof to consist of:

(i) Presentation of a certificate from a bank or trust company which is a member of the New York Clearing House Association or a correspondent of such a member, stating the amount and (unless the bank or trust company has the Debentures on deposit with Cede S.A. or Morgan Guaranty Trust Company of New York, Brussels Branch, as operator of the Euroclear System (the "Euroclear Operator")) the serial numbers of the Debentures of the holder on deposit, along with a statement that the Debentures will not be released from deposit until after the date of the Meeting; or

(ii) Presentation of a certificate of Cede S.A. or the Euroclear Operator that the Debentures are on deposit with either of them, and that they will advise the Trustee of any transfer of Debentures on or prior to the date of the Meeting; and

(iii) If the holder does not appear in person at the Meeting, a proxy in a form approved by the Trustee.

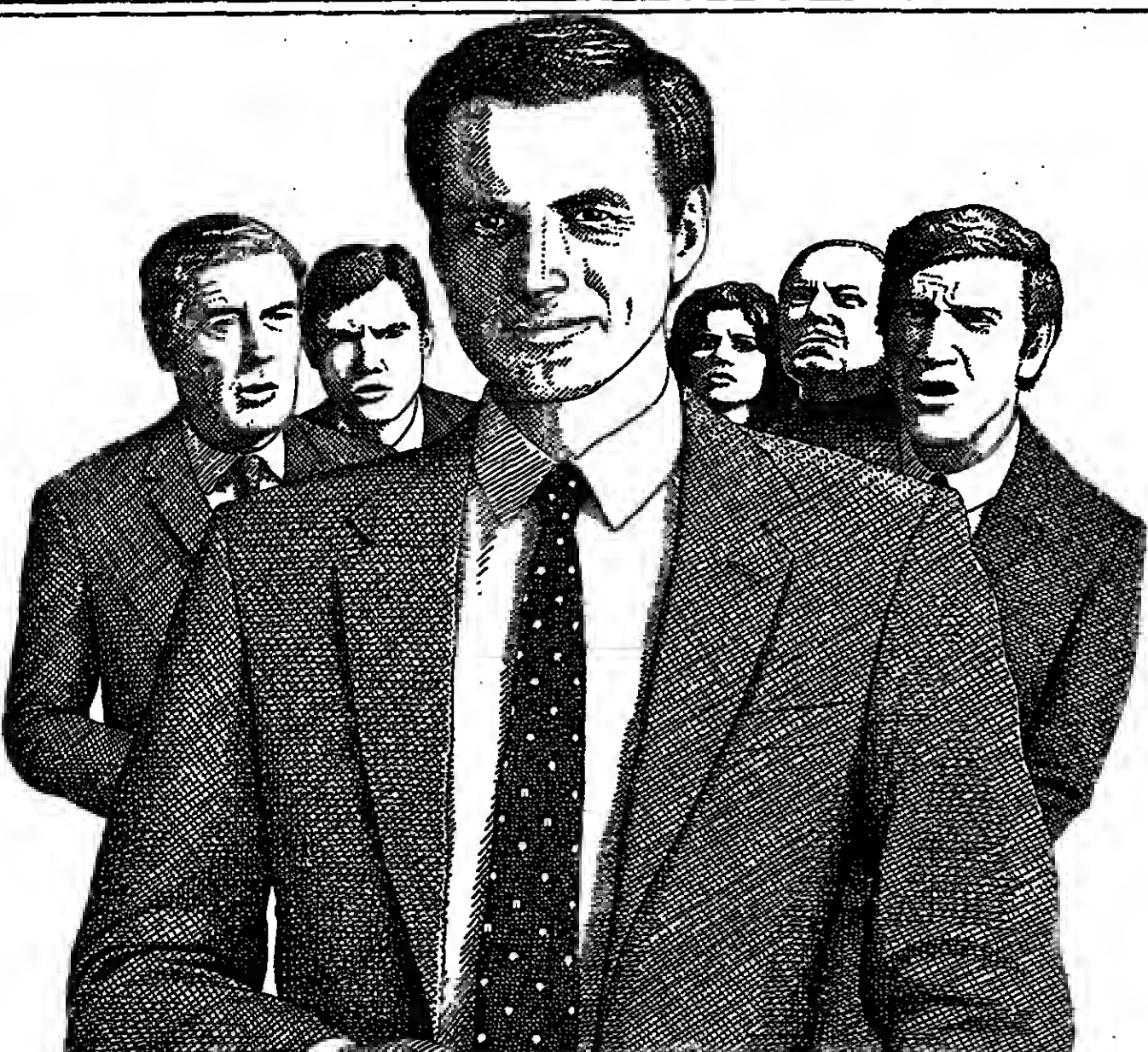
Forms of proxies and certificates may be obtained from the Trustee at its Corporate Trust Department, One State Street, New York, New York 10015, Attention: Stock Transfer Window.

Debentureholders and holders of proxies shall provide at the Meeting proof of identification satisfactory to the Trustee.

Questions concerning this notice should be directed to George E. Slivers, Senior Vice President, J. Henry Schroder Bank & Trust Company, One State Street, New York, New York 10015, Tel. (212) 269-6500 or Joseph Charvin, Esq., Roseman Coltin Freund Lewis & Cohen, 575 Madison Avenue, New York, New York 10022, Tel. (212) 940-7180, counsel to the Trustee.

Dated: May 6, 1985

J. HENRY SCHRODER BANK & TRUST COMPANY  
as successor Indenture Trustee



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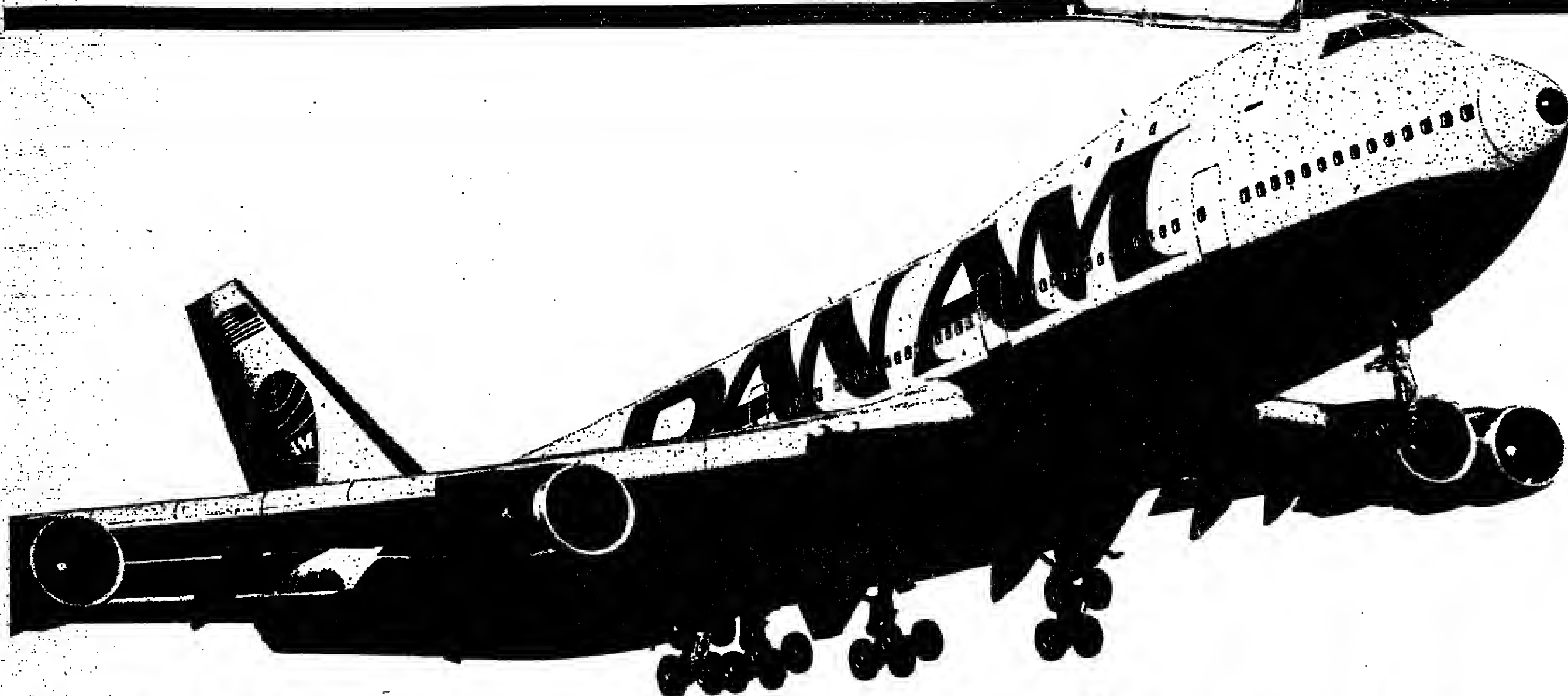
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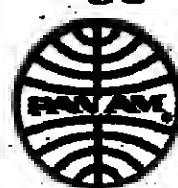
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## THE ARTS

## LPO/Festival Hall

Paul Driver

The London Philharmonic Orchestra's 1919 version of *Stravinsky's Firebird*, directed by Sir Georg Solti, directed it on Friday night in a programme of solid popular appeal — *Stravinsky's Firebird* suite, Schumann's piano concerto and the first symphony of Brahms. Throughout, he secured impressively sonorous and assured playing; and the evening's touch of distinction was given by soloist Murray Perahia.

The *Firebird* was heard in Stravinsky's 1919 version for moderate rather than huge orchestral forces, and happily made to sound even more translucent than one would thus expect. The felicities of the orchestration registered themselves afresh, the soft, lyrical textures were magical and cajoling and the loud hard ones appropriately gripping; while the whole six-movement structure was compactly moulded. But the scale of the performance had somehow been reduced to that of a mere overture.

An apparent reduction of the Schumann concerto to the scale of chamber music was indicated by Perahia's intimate, orofound and irresistibly limpid unfold-

ing of its piano part. Yet the hidden power and wonderful intelligence of his playing easily communicated the work's symphonic weight and proportions. His collaboration with Solti was entirely sympathetic: the orchestra matched the pianist's clarity of texture and sophisticated play with dynamics in the unforgettable *Andantino grazioso*; the tempi were always in agreement, mobile and right. The intensely focused *Allegro vivace* last movement, made glinting and mercurial by Perahia's virtuosity, confirmed one's impression of hearing the work as it really is for the first time.

Solti's Brahms was warm, full-blooded, strenuous, forthright, full of upheavals, and predominantly loud. It was not mellow, musing, seductive, varied, or full of surprises. The individual playing was clean and stylish even when the ensemble was very fulsome and like a rich fabric. Perhaps this is the secret of the success. We certainly had a glamorous burst of that at the appearance of the snail's famous tuna. I enjoyed the performance.

## Philharmonia/Festival Hall

David Murray

Appearing with the Philharmonia Orchestra on Thursday were the young Finnish conductor Esa-Pekka Salonen, one of the brightest discoveries of the past year or two, and the pianist, Mitsuko Uchida, already a household name among Mozarteans. They collaborated in the Third Piano Concerto of Bartók (Miss Uchida is by no means a one-composer acolyte), and Salonen offered both Debussy and the knottiest Bruckner symphony, the Sixth. With a wealth of fresh ideas everywhere, and the Philharmonia responding eagerly to Salonen's cues to the score, the full warmth of their strings—it made an immensely lively and challenging evening.

Apart from the fresh, committed attack that gave a keen musical edge to every piece and every movement, there were tantalising little departures from established style that forced one to re-hear the music. Debussy's *Après-midi d'un faune*, for example, was kept well below Debussy's tempi—daringly extended pauses made one hold one's breath—and came an out-of-time impression of Impressionism. The playfulness vanished, as did the overtones of Massenet in the central section: not in favour of balletic passion, which is common (and vulgar) enough, but to retain the whole sensuous dream in cool suspension. Yet it didn't

lost, for Salonen set the tidy, ingenious form of the piece in relief.

Bartók was quite different. Miss Uchida established the tone at the start, unburied but sharply precise, with hints of urgency in the rousings that ornament the main tune. Each new section had an inquiring stamp as if the artists were determined to overlook nothing that the score might conceal: in the development the pianist allowed herself a big expressive stroke in the octave—hardly Bartokian, but extremely telling in the context—and the strings, very forward, discovered extraordinary things in their parts. The *Adagio religioso* was deliberately constructed, the "night music" candidly stylised, not smudged into sound-effects, and it rose to a powerful height. The finale, tough and exciting, had unusual conviction.

Salonen's Bruckner Sixth lacked some of the breadth and patina that senior interpreters assign it, but it had a rare intellectual energy. The opening *Maestoso* was fast, its many subjects so vividly characterised that they seemed incompletely reconciled even at the end. The *Adagio*, however, was sternly held and eloquent; and the Scherzo a tour de force of slightly baleful power. The concluding drive of the finale, took wild chances, impressively secured by steady conviction.

## Fires of London/Elizabeth Hall

Paul Driver

Thursday's *Fires of London* concert was interestingly composed in four parts. The ensemble's presiding spirit, Peter Maxwell Davies (who was not present in the body, being currently in residence at Harvard) was represented in the opening pair of specially arranged Bach preludes and fugues, in the triptych of short musical tributes to Sir William Glock which made up the third part, and in the fourth part—a performance occupying half the programme's length of his song-cycle *The Blind Fiddler*. The second part was the premiere of a commissioned work by Bayan Northcott, simply titled *Sextet*.

This was certainly the highlight of the occasion. The piece is two movements scored for the standard Fires combination of flutes, clarinets, piano, percussion, violin and cello. There is a prominent role for the piano (Stephen Pruslin), and the percussion part brings a wide variety of sonorities (crotales to snare drum) into noticeably effective play. The first movement is a slow "sonata," moving back and forth between an *Adagio Maestoso* tempo and one slightly faster—fugues, in the triptych of short musical tributes to Sir William Glock which made up the third part, and in the fourth part—a performance occupying half the programme's length of his song-cycle *The Blind Fiddler*. The second part was the premiere of a commissioned work by Bayan Northcott, simply titled *Sextet*.

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## Architecture/Colin Amery

## The strange American School

As the American Festival breaks over the capital, a group of some of the strangest modern architects in the world have taken the opportunity to show their wares in London. The American School of Architecture (Heinz Gallery, 21 Portman Square, W1, until June 8) displays the work of a group of disciples of the late Bruce Goff. Now, Goff is almost totally unknown in this country despite the fact that he was one of the most original of America's 20th-century designers. He practised until his death a few years ago, mostly in the middle American territory known as middle America, Oklahoma, Texas, Illinois and Kansas were his stamping grounds. He went about in floral shirts and clothes that he created himself, and designed houses for the aspiring aesthetes of Tulsa, Oklahoma. He saw himself as a follower of Frank Lloyd Wright and Louis Sullivan and what has become known as the American School. But what are the characteristics of this school, if school it is?

The organisers of this exhibition suggest that what is American about the work on show is a sense of freedom to do exactly as you wish, a liberty to design that reflects the vigorous independence of the American spirit. It is certainly true that the kinds of recent examples of American architecture shown in this exhibition could not be found anywhere else. The freedom utilised by this group of architects is as much practical as ideological. The states of middle America have much looser building codes than most Western countries and, clearly, aesthetic standards are different.

This kind of indigenous architecture is fascinating and strange to European eyes. It is not the Americanness of apple pie that we are asked to admire, but the kind of military loony independence of several

architectural cowboys. They scarcely form a school, because the only thing they have in common is a rampant originality. But this is what makes this an exciting exhibition; indeed, there are moments when, under the influence of an hallucinogen, these organic forms would begin to assume lives of their own.

Some very interesting things happened to American architectural students in the 1960s and early 1970s. Many of them, trained at expensive Ivy League schools, decided to abandon the rat race of commercial practice and erect buildings with their own hands. They moved to Oregon or California and became carpenters, mystics and real backwoodsmen. It is their influence that can be seen here as much as the influence of the lonely figure of Bruce Goff.

The full effect of the drop-out architect has yet to be assessed but, somehow, it seems all so old fashioned now—a stretch-out in the sunny freedom of the Sixties before the shadow of Reagan's harsh monetarism made every architect a businessman.

I thought it a great shame that the drawings of Goff himself were not included in this exhibition. There are only the children without the father and, sometimes, it is like looking at a bunch of weird orphans. Arthur Dyson is one of the architects who typify the movement. He is in his forties, California-born, and educated under the wing of Wright at the University of Oklahoma. His design for an architect's office in Fresno, California, looks exactly like the skeleton of a beached whale. The long, thin, projecting roof is curved like a backbone and flipped up at the end in a frisky tail.

Herb Greene is probably the best known of these organic architects outside the USA. He designed that strange house in

Oklahoma that resembles an armadillo wandering across the plain. His post office for Norman, Oklahoma, has much more solidity and owes a lot to the work of Saarinen. A huge, all-embracing shell covers the mundane activities of stamping and posting the mail. There is some uncertainty about the shell, it looks as though it could lift off and fly away, taking the air letters with it. Robert Faust's house for Dr and Mrs Watts is a kral of glazed igloos that cluster around the main rooms of the house. And what are you to make of the work of Bart Price, the last pupil and partner of Goff? His drawing for a residence tower for Albuquerque, New Mexico, has all the power of the work of the Italian Futurists. Prince now is finishing Goff's last project, the Japanese Pavilion at the Los Angeles Museum of Art, where many of the maverick ideas of the old master will be enshrined permanently.

There is a lot of power in the work of Eugene Tani, a very young architect who is applying his studies of the structures of nature to the science of building. The house known as Casa del Mar is a cross between a space fantasy and the underwater movies of Jacques Cousteau. Rooms are allowed to float freely on the water and you swim from one to another like a frog among water lilies.

While the ideas may be wild and refreshing, there can be no doubt about the quality of the draughtsmanship. The feeling that you are walking through the pages of a science-fiction book is not put up as a stimulating architectural experience. Americans may appear to speak the same language but, this show demonstrates that it is very much a foreign country and they do things differently

## Blood Relations/Derby Playhouse

Michael Coveney

In a programme note, Canadian playwright Sharon Pollock recounts how she took herself and her children away from a violent husband. Killing him had crossed her mind. So the legally unattributed New England axe murders of 1832 serve the feminist purpose of suggesting that Lizzy Borden ("Who gave her mother forty whacks") was brought to the holl by her father's insensitivity towards not just her pet birds, but also his free spirit and her womanhood.

Miss Pollock also offers a study in domestic claustrophobia and temperamental anti-

pathy. Lizzy loathes her stepmother, whom Venera Barrett portrays as a stuffily dull, busy-baggage of a domestic creature; and she gets wind of father's plan to cut her out of the will and hand over the farm to her unscrupulous, old and paternal uncle. In addition, her friendship with a married clergyman is a source of hickering and condemnation. Lizzy's father and stepmother were found hanged to pieces one bright Massachusetts afternoon. Lizzy was arrested and acquitted at the trial. *Blood Relations* divides the action

between the time of the murder and an encounter, 10 years later, at the same place. Between Lizzy and her actress friend, a factual liaison elevated into a fictional love affair. Ingeniously, Miss Pollock gives us two Lizzies: the bright, sensitive, cornered, sceptical, spinster (Barbara Ewing) with generous bubbling voice and tumbling spun gold hair; and the hatch-faced older Lizzy (Maggie Ford) grimly dancing with the actress to a Joplin rag while still, after 10 years, sidestepping the leading question.

For the younger Lizzy, Miss Ford switches to the support of the actress of Bridget the maid, while Miss Ewing opens proceedings as the actress and enriches what might otherwise seem an over-schematic piece (an occasional hint of play-writing by numbers) by doubling as both the actress and a reproving mirror image of her own sour and disappointed Lizzy persona.

There are one or two scenes that Flora Fobson might have done justice to: the moment when Lizzy's frustration yields to the fatal attraction of the sudden release of buried affection as she cradles her unexpectedly returned father to sleep before raising the machete masterfully above her head.

Angle Langfield's production, ably assisted by the lighting of Kim Nichols, combines good acting in the lead roles with an original mix of feminist purpose and bloodcurdling eeriness. Norman Coates's design encases the future farmhouse in white clapboard and an autumnal path exterior of logs and fallen leaves.

## GLC gives 5 per cent more

The GLC is increasing its subsidy to all its four major clients — English National Opera, London Festival Ballet, London Orchestral Concert Board and the National Theatre — by 5 per cent for 1985-86.

This welcome rise gives the ENO £1,071,000; the Festival Ballet £1,018,500; the LOCB £787,500; and the National Theatre £798,000. In addition the National has received an extra £375,000 to enable it to re-open the Cottesloe in the autumn.

The three GLC hostages were by Elliott Carter (Conover 4), Pierre Boulez (*Dréve*) as well as Davies (*Unbroken Circle*). They are rather substantial miniatures and, in the case of Carter and Davies, great stylistic epitomes; the Boulez—'I'm not sure whether or not because of a weak performance—puzzled me with what seemed like its treachery

waves of arbitrary sound. Performance of the preludes and fugues had been shoddy; *The Blind Fiddler*, sung by Mary Thomas, was done with much more care.

## Orlando/Theatre Royal, Glasgow

David Murray

For the Handel tercentenary, Scottish opera has a new production of his *Orlando* (1733) by Christopher Fettes. At Wexford a few years ago, it was staged in the tentative modern convention for making the stately Handel genre palatable to audiences raised on later, quite different stuff. The Fettes version is something else, pervasively personal to a degree. It isn't really a production of the opera; rather, it co-exists with the opera—a private phantasmagoria (or farrago, according to taste) that proceeds in uneasy tandem with an excellent musical performance.

Handel's story is derived, very baldly and with some sacrifice to decorum, from the once-famous *Orlando Furioso* of Ariosto. It reduces to the usual Handel daisy-chain with knots: Orlando loves Angelica who loves Medora who is loved by Dorinda, all these relations being intransitive except Angelica-Medora. For once nobody seems a change of sex, and the crisis is generated simply by Orlando's going mad; Ariosto's raw pathological details are suppressed in favour of treating the whole *histoire* as something got up by a benevolent fantasist. Fettes, as an explanatory text. Apart from his interventions, and a grand, lacerating scene for the hero, *Orlando* is a sequence of arias of sentiment—wistful, rapacious, grieving, vengeful.

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## TECHNOLOGY

## Rise and rise of Telesis

Geoffrey Charlish on a new PCB market entrant

MORE is likely to be heard in the UK soon of Telesis, the Chesham, Massachusetts-based engineering design automation (EDA) company which has just set up a subsidiary in Windsor.

EDA, an extension of computer-aided design (CAD), is the description being applied in the electronics industry to all the on-screen work of deriving electrical schematics, laying out circuits, generating artwork for manufacturing processes and feeding instructions to production tools.

Telesis, which is barely three years old, raised its turnover to \$30m last year and claims to have 40 per cent of the U.S. market for printed circuit board (PCB) design systems that use stand-alone workstations.

Worldwide, it claims 25 per cent. So far it has steered clear of semiconductor chip design, where companies like Cadence, Valid and Mentor are battling it out. In board design in Europe, Rascal Redac is the main competitor for Telesis, although several of the CAD majors offer systems.

The company was started by a group of CAD experts from Computerware, a company which develops stand-alone systems for printed circuit board (PCB) design at a time when CV was mainly committed to the idea of a large computer shared by several workstations.

The Telesis approach is to supply software for particular purposes on appropriate stand-alone workstations that can be linked together over a local area network.

Thus, at the early stages of design the IBM personal computer offers sufficient power for engineers to create schematics of their circuits and to derive pin and net lists (the detailed listing of interconnected points in the circuit).

At prices from £15,000, Telesis believes such software/work-

station packages can be put on the majority of design engineers' desks cost-effectively.

An important benefit is that the machine can be used for other jobs like report writing using word processing and for other engineering software.

Having established the basic design of his circuit, the engineer can download the information to the Telesis EDA 300 colour screen design workstation where processing-intensive tasks like placement of the components on the board and the physical routing of interconnections are carried out. In a typical network, several PCs might work in conjunction with one design workstation.

The EDA 300 is based on DEC and Motorola microprocessors. It uses a 19-inch high resolution colour screen with a monochrome function screen mounted horizontally below. A light pen allows easy interaction by the user with the design graphics.

Where needed, a stand-alone analytical processor, the EDA 500 can be connected to the net to provide more power.

The board design software, EDA 3000, can deal with analogue, digital, multilayer, fine-line and surface mounting design tasks and is "re-entrant" — which means that the designer can intervene at any point in the automatic processes carried by the computer.

There are no sizing restraints — grid size, conductor line widths and line spacings are all user-selectable in increments of 0.001 inch.

Choosing from a stored component library, the designer can use the placement software to arrange the components on the screen — repetitive re-arrangement is quick and easy with assistance from automatic placement algorithms and with the ability to move whole groups of components from one place to another.

Telesis has just landed two (unnamed) customers in the UK and Mr Patrick Regester, UK manager, expects to win business worth £2m in the first year.

There are a number of other aids. For example, all the shortest distance diagonal connection lines are automatically displayed, converging lines immediately indicating poor placement.

In addition, channel density across the board is shown in histogram form at the bottom of the screen, allowing areas of congestion to be identified quickly.

Routing of the conductors in up to 14 separate signal layers is automatic and levels of completion exceed 95 per cent. The remainder are dealt with manually.

At the same time, up to 16 design rules (spacings, widths, "no go" areas and so on) are automatically obeyed.

On completion, the connections are automatically checked with the original schematic, eliminating manual checking.

Other software allows for the relatively straightforward two-dimensional mechanical design of the board.

Telesis has tackled the whole design process by keeping all the accumulated information in a relational database. This enables outputs to be provided for artwork plotting, bill of materials, assembly drawings, fabrication drawings and NC drilling tapes.

Recently, the company announced a program that will carry out a thermal analysis of the board on the PC workstation at any stage of the design — the first such package to be marketed, it claims.

Many board failures are thermally-based and can now be discovered before manufacturing starts. To date, thermal tests of completed boards have usually been necessary.

Telesis has just landed two (unnamed) customers in the UK and Mr Patrick Regester, UK manager, expects to win business worth £2m in the first year.

## Master's touch in putting on the heat

BY PETER MARSH

COMPANIES in the areas of advanced materials, aerospace and semiconductors are among those that may benefit from a new generation of laboratory scale furnaces in which operating conditions can be controlled highly accurately.

Such equipment is supervised by computer controllers that continuously monitor factors such as temperature, pressure and the flow of gases to maintain the correct conditions for difficult chemical or physical processes.

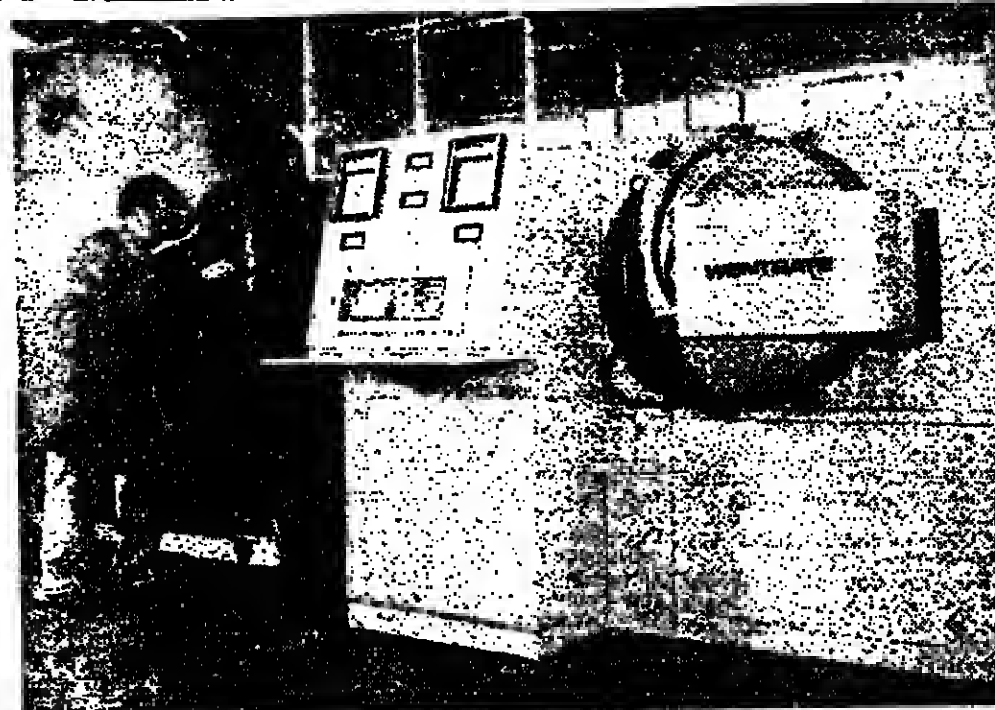
Increasingly, the furnaces are featuring in new, highly automated factories that turn out substances such as ceramic materials or which treat with doses of heat or gases the surfaces of metal parts, to make them resistant to wear, for example.

One of the prominent companies in production of such furnaces is Wentgate, based in Huntingdon, Cambridgeshire. Competitors include Tube Investments and Ipsen, a U.S. company.

Wentgate, a small company of 100 people and annual sales of £3m, is selling a new range of equipment which can provide a controlled atmosphere of gases and in which temperature at about 1,000°C can be maintained with an accuracy of 1.5°C.

An inbuilt mass-spectrometer analyses the spectral signatures of gases such as hydrogen or argon that may be introduced into the chamber, for example to modify the properties of a metal or ceramic substance.

In this way, a computer controller, made by a Worthing-based company called Control



A special Wentgate twin-zone furnace of the kind used for manufacturing silicones

called silicones, based on silicon, oxygen, aluminium and nitrogen. This class of substances can be made into high-strength engineering components capable of resisting temperatures of above 1,000°C.

In an important part of the manufacturing process, a combination of materials has to be coalesced (sintered) under carefully controlled conditions and at a high temperature in an atmosphere of nitrogen.

Parker Netushori, a Japanese company which operates a heat-treatment service to the Japanese engineering industry, is to buy another furnace. With the equipment, it will apply a controlled amount of heat to the engineering fixtures used in semiconductor processing. The metal surface in these fixtures has to be changed prior to the hardware's use in the clean-room atmosphere of chip production, for example to ensure that the metal does not evolve impurities in the form of vapours that could interfere with semiconductor manufacture.

Further application areas for the furnaces include treatment techniques used in the manufacture of semiconductors. For example, an electronics factory in Peking bought one of the earlier generation of Wentgate machinery to apply to the manufacture of power thyristors, devices that regulate the electrical-power input for items of machinery such as motors.

In a factory at Wallsend, near Newcastle upon Tyne, the company is making with the furnace a group of ceramics

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## Robot makes its mark on the inside

WRITING ON the outside of products, on the metal caps of screw-top bottles, for example, is standard these days, but Kawasaki of Japan has developed a robot which can write on the inside of steel and vinyl pipes.

The robot applies ink using air jets; the printing machinery is incorporated into the arm of the robot, making it possible to print characters and numbers inside pipes of 15 centimetres and more in diameter.

Why print on the inside anyway? Outer markings are often erased in transit, says Kawasaki.

Its robot will be priced about ¥50m.

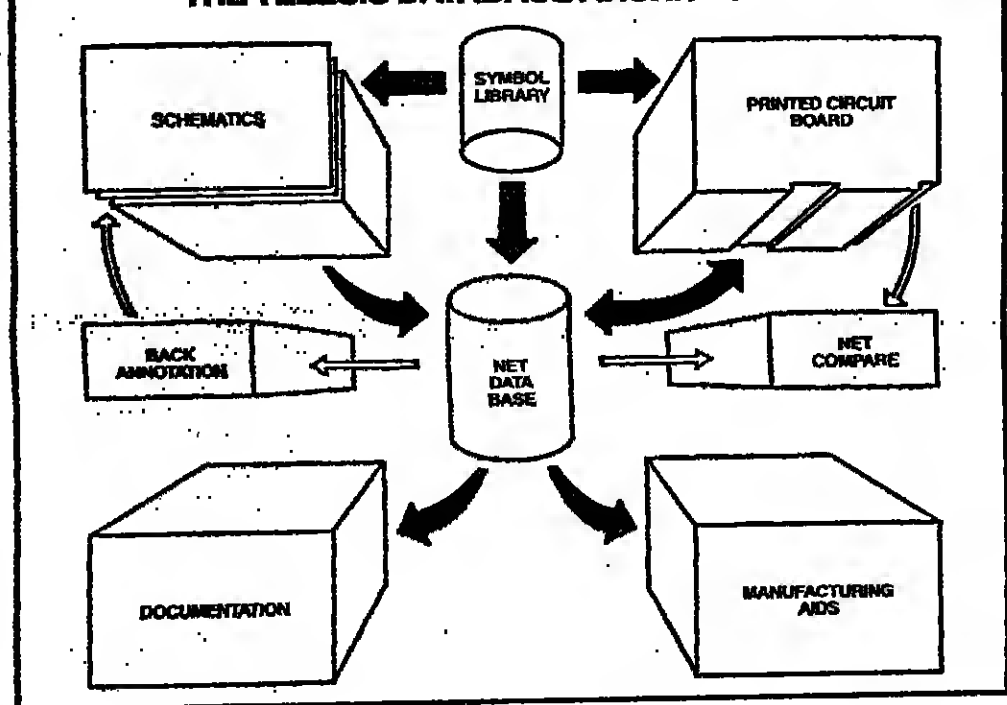
## Screen dumping

SCREEN DUMPING—operating a computer so that the entire contents of its screen can be printed out exactly as viewed—can be expensive. According to Informer Computer Terminals of the U.S., current costs for screen dump facilities can be as much as \$1,000, pushing the price of terminal and printer to \$2,000 or so.

It has developed an IBM 3178 compatible terminal which allows the attachment of an ASCII printer far a fraction of this cost.

Its Informer 178 terminal and printer costs about \$1,500 with full screen dump facilities. Informer has a UK office on 021-455 6666.

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Without you knowing, they've put an extra person on the payroll. The retypist.

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Which means that essential information in filing cabinets is costing you a fortune in time and money to transfer to tape or disc. The question is,

"Can anything be done to halt this waste?"

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## OBERON ENDS RETYPING HERE

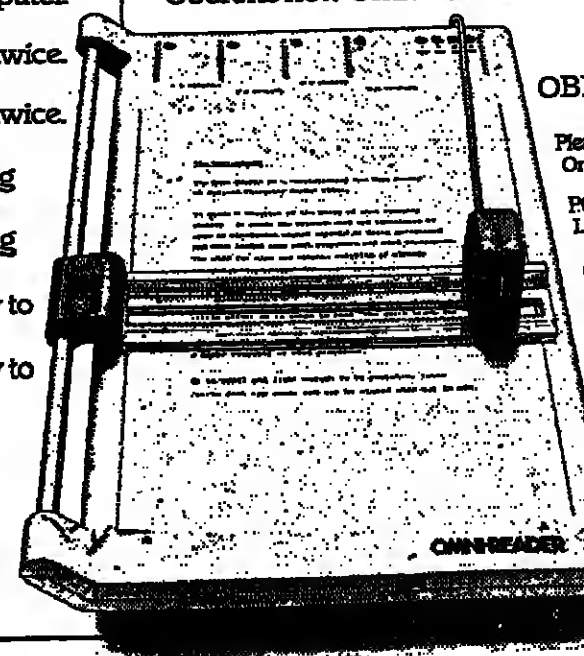
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Monday May 13 1985

## First step to fiscal balance

FOR THE first time since 1981, when the U.S. Government launched the ambitious experiment in deficit-financing now universally known as Reaganomics, Mr Reagan himself has sensed the dangers of the economic course which he has charted for America and the world. The President's sudden surrender on Friday to the Senate's demand for a freeze on military spending, is the most hopeful sign to date that the U.S. budget deficit may be brought under control before it precipitates a serious financial crisis.

The \$56bn deficit reduction agreed by a single vote in the Senate on Friday would still leave the 1986 deficit at around \$170bn, even if the Administration's optimistic assumptions about growth and interest rates next year were realised. In reality, with the U.S. economy slowing already, the deficit would probably grow further, particularly if the deflationary impact of lower government spending in the short term overwhelmed the beneficial effects of lower interest rates. This is why U.S. officials were canvassing support for more expansionary policies in Europe and Japan before the Bonn summit.

There was, however, one very good reason for other nations' scepticism about what might have seemed a sensible proposal for greater international co-ordination of fiscal policies. In spite of all the sound and fury in Washington over the deficit, it remained unclear whether anything substantial would actually be done to bring the budget under control. While last week's compromise between the President and the Senate was certainly welcome, it required a lot more action from U.S. politicians, including Mr Reagan, before the world is convinced that they recognise the magnitude and urgency of their deficit reduction task.

## Knife-edge

Friday's knife-edge decision in the Senate was, in principle, the easiest part of the budget process. Now attention passes to the House of Representatives which, unlike the Senate, is under Democratic control. The Democratic leadership is firmly opposed to the freeze on social security pensions which is the most important single component of the Senate's deficit plan. Having drawn blood from President Reagan's side in the spending debate, the Democrats will now be tempted to pull the President into a public confrontation over social security as well. Thus the minimum price for a budget compromise may be an open admission from

## British Telecom on a world stage

COMPETITION and efficiency are the stated objectives of the Government's privatisation programme. Yet when the requirements of competition seem to call for the break-up of dominant enterprises, such as British Airways or British Telecom, ministers have shied away from the need to raise large sums for the Exchequer in the shortest possible time has taken precedence over competition. This is a serious flaw in the programme which is likely to be repeated with British Gas.

Some of the fears expressed during the passage of the British Telecom Bill have been revived by BT's decision, announced last week, to buy a controlling interest in Miltel, one of the leading North American producers of private automatic branch exchanges (PABXs); this is BT's first substantial move into manufacturing and into the world market.

In the run-up to privatisation there were those who argued for separating the operation of the local telephone network, which is likely to remain a virtual monopoly, from the supply and manufacture of terminal equipment (such as PABXs), which could be open to free competition. The network operator, if it was also a supplier of terminal equipment, would have a big advantage over other suppliers which did not enjoy the same links with the ultimate customer. This was one of the reasons why the U.S. American Telephone and Telegraph was forced to sell off its local telephone companies. AT&T was free to attack the domestic and international communications market but without the monopoly cushion which the local networks had provided.

The BT licence provides that any manufacturing operation should be set up as an arm's-length subsidiary; Ofel, the regulatory agency, would be able to identify any evidence of favouritism or cross-subsidisation. Whether this compromise between competition and regulation will work depends on the

IF THERE is one issue which will be a test of the Thatcher Government following the state of nerves into which so many Conservatives' apparitionists have talked themselves after the shire elections, it is what it decides to do on wages councils.

So long as these councils exist, Government talk about more flexible labour markets and the relation between pay and jobs will have a hollow ring. For while Ministers can only have a very indirect influence on the pricing out of work which emerges from collective bargaining, or from employers who take the line of least resistance, wages councils are an entirely statutory creation.

The Government has provisionally decided to deratify the International Labour Organisation Convention No. 26 which requires it to establish minimum wage machinery. The Department of Employment's consultative paper leaves the options open between "reform" and abolition of these councils.

The Department has asked the Department of Employment to be sent to W. Tomkins, D. E. D. (IRE 2), Room 707, 707 House, Tothill Street, London, SW1H 9NF, by May 31.

The Department is known to be split on the issue, but the thrust of its consultative paper is that wages councils raise labour costs and thereby reduce job opportunities.

Two-thirds of wages council establishments employ less than 10 people; yet they have to comply with orders running to 30 pages in length which, according to the Department, "are frequently difficult for both employers and employees to understand" and which by imposing rigid differentials for categories and grades make sensible wage structures more difficult to introduce.

There would be sufferers if the councils were abolished, and nothing else happened. They would not be the unemployed, but some of the 21m workers already in jobs covered by the 26 wages councils, particularly in service industries such as retailing, catering and hairdressing, but also in clothing.

About four-fifths of these workers are female and two-thirds part-time according to the 1984 Census. Minimum full-time pay rates for adults range from £63 to £72 per week. About 1m workers are now paid only council rates without any premia.

No one should feel cheerful

PAY REGULATION has been most intensively investigated in the U.K. which has had minimum wage laws since 1938 with many changes in coverage. Most research shows that jobs are lost when minimum rates are raised and the worst sufferers are teenagers and blacks.

In the UK, quantitative estimates for the whole economy, summarised in a recent Treasury paper, suggest that every 1 per cent rise in wages would cost the economy 1 per cent of its output. The Government will maintain nominal demand as the Chancellor undertook in his Budget speech.

An official Bank paper to the NEC had a section on the relation between relative wages and the employment of young people, suggesting that the adverse effect was even greater than that of excessive real wages in the economy as a whole.

## Economic Viewpoint

## Abolish, not 'reform,' these job-killing bodies

By Samuel Brittan

or self-congratulatory about imposing downward wage pressures on workers in these very low pay ranges, even though the great majority are unlikely to be principal breadwinners. The essential argument for abolition is certainly not that the poor should be made poorer. On the contrary, it is the one made by Prof. James Meade in his 1984 paper, "Wage-Fixing Revisited," that the way to improve the distribution of income in favour of the poor is not to force wages above market-clearing levels at the expense of job losses, but to top up the pay of those on low wages through the tax and social security system.

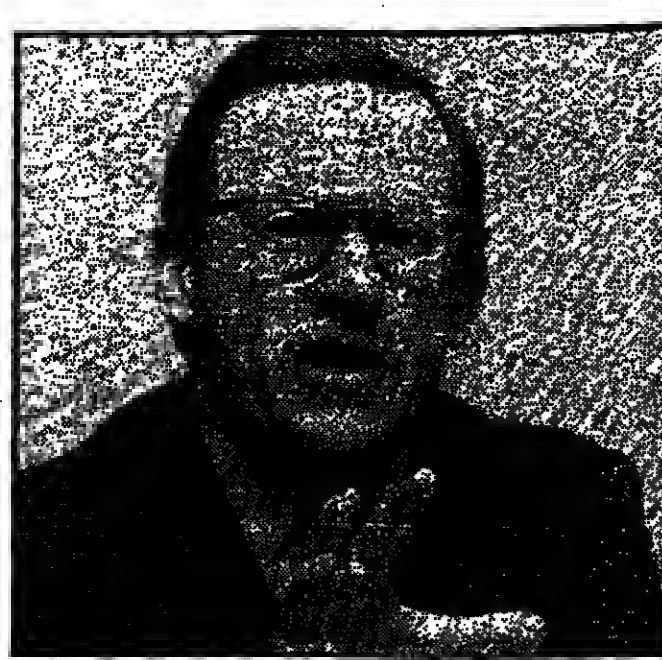
The aspect of the social security review most relevant here is not the pensions con-

trover, but proposals such as the income-related additional child benefit, or the successor to Family Income Supplement, which would supplement the incomes of poorer, working families.

If the Treasury were concerned to be a real Ministry of Political Economy and not just a Finance Ministry, it would do a deal with the DHSS, whereby it took a generous line on income-related family benefits in return for the support of the DHSS and its sympathisers in Cabinet for the abolition of the DHSS and the question of a market economist with a conscience, is whether to campaign to improve and extend income supplements, or whether to use their inadequacies as an excuse

to continue the institutionally-enforced destruction of job opportunities for the weakest and most vulnerable. A weakening of union monopoly and of the "wage round mentality" among employers, is the most important precondition for the creation of more jobs at the upper end of the skill and income scale. The difficulty of doing this are not an argument for holding up action at the other end of the labour market, especially as low-paid workers suffer more from unemployment and have greater difficulty in finding jobs once they are on the dole.

The biggest problem facing the abolitionist is that the interest groups, pressure groups and voluntary organisations, as well as agit-prop bodies, sending



Tom King: under some pressure

## THE MAIN WAGES COUNCILS

Council	Estimated No of workers covered (1982)	No of establishments listed (1984)
Licensed residential establishment and licensed restaurant	555,300	30,192
Retail food and allied trades	519,300	116,351
Retail trades (non food)	512,000	102,594
Licensed non-residential	508,700	57,498
Clothing manufacturing	252,300	8,292
Hairdressing undertakings	135,400	33,344
Unlicensed places of refreshment	116,400	17,116
Totals	2,734,000*	386,298*

\* Totals include 19 other wages councils each covering between 300 and 33,700 workers.

Source: Dept. of Employment

comments to the Employment Department, will be in favour of keeping wages councils.

The retentionists also include large retailers uneasy about the impact of small competitors with low labour costs. All these groups, plus fear of souring further relations with the TUC and unfavourable media headlines, will impel the establishment of the D of E against abolition.

Another piece of grit is the report of the Audit Committee, which was asked to inquire into Sunday opening, but took it upon itself to recommend the retention and strengthening of retail wages councils. It only shows that even distinguished economic journalists, such as Frances Cairncross, who was a member, can nod.

Abolition for youngsters over 16 would be worth-while unless the age for the full adult minimum were raised to say 23, as it is in the Netherlands.

Alternatively, council functions could be simplified so that they only prescribed the adult minimum and ceased to lay down, overtime payments, holiday pay, etc.

Even then, however, the Government would still be in the embarrassing position of telling on people to prefer the minimum and to work while at the same time legally preventing them from doing so. If Mr Tom King, the Employment Secretary, is to be hung by the pressure groups for a lamb, he might as well undergo the same penalty for a worthwhile sheep.

Employers sometimes argue that wages councils keep out unions. The general effect must surely be, however, to impose union-type constraints even where employers would otherwise be able to avoid them.

Retentionists occasionally focus on the "small" size of the job effect in standard calculations. If every 1 per cent reduction in the growth of earnings raises employment by half a per cent, then, if abolition made wages 10 per cent lower than they would otherwise be, some 100,000 to 150,000 new jobs would be created.

These are not good arguments for retention. Short of a head-on attack on the whole wage-fixing system any one individual job creation measure has a "small" effect.

Three separate Budget measures—the National Insurance changes, the YTS and Community Programme extension—are between them expected to reduce unemployment over the next few years by 300,000, according to the London Business School. If the abolition of Wages Councils added another 100,000 the cumulative effect of all these measures, on top of economic recovery, might just be sufficient to reverse the rising unemployment trend. (Rent decontrol of new tenancies might well be the missing link in the chain of measures to these moves.)

Compromise "reforms" are hard to find. If wages councils' controls were merely abolished for young people under 18, only 5 per cent of the wages council workforce would be affected, and the proportion would fall if the Government induced more people into training.

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## SOME FINDINGS ON MINIMUM PAY AND JOBS

Henry Neuberger, the economic adviser to the leader of the Labour Party, used a version of the Treasury Model in 1984 to show that a 1 per cent rise in minimum wages would cost the economy 1 per cent of its output. The Treasury paper to support wages councils. The soft answer is that "even" Mr Neuberger admits that abolition would create some jobs, although only 1 per cent.

The hard answer given by the D of E's employment market research unit (EMRU) Bulletin No. 4, April 1985, is that Mr Neuberger's work suffers from "serious anomalies" such as not specifying his assumptions about the Government economic policy response.

A more interesting study, although based on a very small sample, is by Roger Karmann in the March 1984 British Journal of Industrial Relations. This was on the reasons for wage stickiness

in the face of recession in small competitive firms. This was explained partly in terms of encouraging employee motivation and employers' social objections to low wages. Not, in addition, half the firms subject to statutory minima felt that they were prevented from recruiting by the ban on undercutting.

An econometric study has just been published by EMRU itself. Wage Floors in the Clothing Industry, 1950-81. The workforce in this industry declined from 580,000 in 1950 to 285,000. The detailed estimates are up to 1979, during which male employment fell by 46 per cent and female by 30 per cent.

The effects of real minimum wage requirements were modest in themselves, but have reduced employment by 10 to 20 per cent. Other non-

wage labour costs, such as employers' contributions, accounted for a further 20 per cent or more. Employment elasticities ranged from 0.2 to 0.4.

During the period of faster contraction up to 1981, minimum wage requirements "had an even stronger negative impact on jobs" but a "moderate" positive impact on the need for an upturn in trade.

There is a long history of businessmen downplaying the role of the price mechanism. (Some distinguished Oxford economists were persuaded by such interviews before World War II that interest rates did not matter.) A good maxim is to look at what businessmen can do rather than what they say.

The Cambridge authors fear that the abolition of wages councils may simply increase

profits or trigger off destructive wage-cutting competition. EMRU comments that the first possibility is small, given the highly competitive conditions. Secondly, if both wages and prices were cut, the result "could mean more jobs in the rest of the economy."

Given the dependence of research conclusions on the methods and beliefs of the researchers, it would be absurd to pick and choose between different wages councils according to the accident of which group had reported on their industry.

The abolition of the wages councils would lead directly to some worthwhile new job opportunities, but have an even greater symbolic importance in indicating that the main function of pay rates is to clear labour markets, and that any attempt to base them on "social justice" has pernicious effects on the most disadvantaged members of the working population.

## BT finds room in Birmingham

The successful privatisation of British Telecom has posed some logistical problems for the new management.

With around 1.7m shareholders—as calculated last week—the company has a problem finding a venue which will be big enough for the first annual general meeting.

BT is confident that it has more shareholders than any other company in Britain, and possibly in Europe. But it is at a loss to know how many of the new shareholders will wish to question their board.

The likely site for the jamboree will be the arena at the National Exhibition Centre, Birmingham. It seats 12,000 and is a fashionable sort of place, having even attracted the Princess of Wales—though admittedly she went there to hear a pop group rather than any captains of industry. The centre also offers the flexibility of a half-dozen other halls which could be used to accommodate overspill shareholders if needed.

If all the shareholders decided to turn up BT would have no option but to hold the biggest open-air festival Britain has ever seen.

The date has yet to be announced. But as one sceptic says: "Even now people would travel to Birmingham on a wet Wednesday in September."

Nor is there likely to be a lure of champagne and smoked salmon as some companies offer their backers. BT is unlikely to dig deeper in its pocket than the price of a cup of tea.

BT might also be called on to show some of its electronic wizardry. With such a large gathering it will be difficult for an individual shareholder to catch the eye of the chairman. Video displays are expected to have a prominent role in what will be a pioneer project for the privatised business.

With the experience gained

## Men and Matters

in Birmingham this year BT could even become the market leader in mass rallies.

## Euro-man

By quitting as deputy chairman and chief executive of the European Banking Company, Stanislas Yassukovich has robbed the bank of one of the best-known names in the Euro-market.

If well-sourced reports are true the gainer will be Merrill Lynch.

Stanley, as he is usually known, is widely regarded as one of the founding fathers of the Eurobond market. When the first Eurobond issue—a \$15m deal for Autostrada, the Italian state road company—was floated in 1963, he was working for White, Weld, an investment bank which played an important role in the distribution of the bonds.

He joined EBC at its foundation in 1973 as managing director. He was described in a history of the Eurobond market as its "premier spokesman."

Recently, however, he has been trumpeting the ear of the Euro-equity. Earlier this month he set up a market-making operation at EBC in European stocks. Stanley believes that London should become "the Wall Street of Europe."

Now aged 50, he is expected to take over from Don Roth as chairman of Merrill Lynch's European and Middle East operations.

## Plugged in

For a man who claims that he runs a low-profile company Martin Naughton has not been too successful in keeping his head down recently.

He has popped up again to add Morphy Richards to a belt already laden with notable appliances business.



"I hate motorway driving—they all look the same nowadays"

which allows him to use the glamorous Vidal Sassoon title on his hair-driers.

Naughton's tactics—what he calls "product-oriented opportunism"—have given him a tightly-woven specialist business with a strong home base and powerful presence overseas.

"Our brands are known all over the world, particularly in the Commonwealth," he says. "Anywhere that the flag used to fly."

For the moment he is standing by a promise he made to himself at the beginning of his career in consumer electronics. He has ambitions for a Stock Exchange listing.

He has, however, failed to keep one pledge made in the early days. Working on the small-is-beautiful principle he vowed to limit turnover to £1m a year.

"As you can see I have failed miserably," he says. "With Morphy Richards we are looking at £100m this year."

## Smith's drive

In a trade so close-knit that it is said to be run by lineal descendants of the horse-traders, the Motor Agents' Association has made a refreshingly unusual choice for its new president.

Bernard Smith, aged 38, is a mere strapping by the agents' usual standards. He is the youngest president they have ever had and he has been in the trade for only 13 years.

Furthermore his background is far removed from the grease-bay and car showroom. He read chemistry at London University and gained his PhD. It was only later, while indulging his hobby of restoring old cars, that he decided chemistry was too specialised to offer the career prospects he sought.

In the early 1970s he decided to turn his hobby into a business and founded the Concours Motor Company, first at Godalming, and later in the High Street, Haslemere, Surrey.

He is now a Peugeot Talbot main dealer and also runs a spare parts wholesaling business which, itself, is turning over about £1m a year.

Observer



THE STRATEGIC IMPLICATIONS OF A SMILE

Listening to President Reagan's words and seeing his smile, one had to wonder if the countdown had started. The expected move was imminent? The question was vital, for the timing was crucial—and the smile carried a message.

Could that message be correctly read and help put market components into perspective? Perhaps it was the confidence that the Federal Reserve's monetary management would not collide with the Administration's policies.

Wasn't it then clear that the markets were set to gather momentum? Shouldn't the positions on the Stock index futures be doubled? And maybe profits taken on the long D-Mark futures?

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## EUROPE'S OIL REFINERIES

## Now the knife is in the muscle

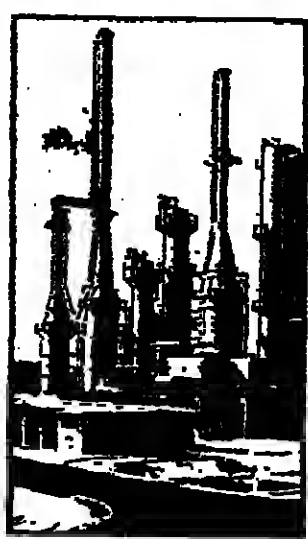
By Dominic Lawson

HOW REFINERY CAPACITY HAS BEEN CUT  
(Figures in million tonnes per year)

	Peak year*	1.1.85	% change to 1.1.85	Utilisation end 1984 (%)
EEC 10	844.2	583.3	-30.9	72.0
Belgium	55.3	31.2	-43.6	77.9
Denmark	10.9	8.3	-23.9	69.6
Germany	159.4	104.1	-34.7	82.6
France	174.5	114.6	-34.3	66.3
Greece	20.3	18.0	-11.3	73.8
Ireland	2.9	2.9	—	41.4
Italy	183.2	134.0	-26.9	59.7
Netherlands	102.4	71.4	-30.3	67.2
UK	136.6	98.8	-27.7	75.9

\* For Germany the peak year was 1979, for the UK 1978, for other member states and EEC 10 1977.

Source: European Commission



AFTER ALMOST a decade of restructuring, involving the partial or total closure of almost 80 refineries, the oil industry is taking a long hard look at the future of West European refining.

The bad news for those who have so far survived the dismantling process is that the surgery on the body of the European refining industry is set to continue. The men who wield the knife have cut away the fat. Now they have reached what was only recently seen as healthy muscle.

"We in the oil industry have cut refining capacity in Europe from 844 million tonnes a year to 583 million tonnes a year, since the late 1970s. But we suffer from an overcapacity of about 100 million tonnes," says one oil company executive.

Parvix and Gert, a leading U.S. firm of consultants to the international oil industry, concludes in a recent survey that West European crude distillation capacity utilisation is still only 61 per cent. It forecasts the closure of an additional 135 million tonnes of capacity by the end of the decade.

Even after that, however, the outlook is scarcely inspiring. The 1980s would still see the so-called simple refining operations that were left recovering only marginal, not fixed costs, and certainly not making a profit. (Simple refining involves the straightforward distilling of crude into oil products.)

In complex refining—that is, the conversion of unwanted heavier oil products into more desirable products such as gasoline—Europe still has a surplus capacity of about 40 million tonnes a year by 1990.

The picture for the refineries is further complicated by the EEC's decree that member states must introduce unleaded gasoline by July 1986. The Commission estimates that investment of the order of \$3bn will be required to comply with its directives.

Dr Ian Berwick, director general of the UK Petroleum Industry Association, says this may prove the final straw for some head offices in Houston or New York.

So far, of what were the Seven Sisters, only Gulf and Chevron have completely pulled out of mainland Europe refining and marketing.

But the term "stayer" is now only relative. Last month, Exxon, the world's biggest oil company, announced the sale of its Swedish downstream operations to Statoil, the Norwegian state oil company. "I hate to give up a market. But I'm a businessman," says Mr Joe McMillan, vice-president at Esso Europe with responsibility for the company's downstream operations.

Esso says it has not made money out of refining in Europe over the past few years. Asked whether he can confidently predict a return to profitability, Mr McMillan gives a one word answer: "Nope." Esso has 12 refineries left in Europe, compared with 20 in the late 1970s. Those closures, says Mr McMillan, were "easy decisions" since all the refineries could handle only simple refining and had not been upgraded.

But, says Mr McMillan, "either we make those 12 the most efficient in Europe or we'll shut them down."

The new radicalism at Esso appears to be almost received wisdom at British Petroleum, which under its chairman Sir Peter Walters has formally rejected the idea of integrated oil company, and instead has attempted to

become a company of separate profit centres. Four years ago BP hatched a plan to cut its European refinery capacity from 105 million tonnes a year to under 60 million tonnes a year by the end of 1985. BP will reach that target on schedule, though the announcement last month that it would close Llandarcy, one of its two remaining UK refineries, still appeared to catch the rest of the industry by surprise.

Meanwhile, it is a moot point whether BP's approach will prove to have been more appropriate than Shell's characteristically long-term strategy.

In the late 1960s and early 1970s Shell began to upgrade all its refineries with conversion facilities. By the time BP and Exxon got round to the same process it was already clear that capacity cutbacks were the order of the decade, so they were able to cut unmodernised plant. Not so Shell, which by the time of the second oil shock, and the subsequent decline in demand for oil, had no simple refinery closures to make.

Shell still has four refineries in France compared with BP's one, but in a rush of activity in the past few months, the com-

pany has announced the closure of its Teesside refinery in the UK and the shedding of 1,000 jobs at its Stanlow refinery. In March Shell UK announced a \$350 million downstream operating loss—its first—and Mr Jaap Klootwijk, Shell UK's downstream head, conceded that the company had been slow to recognise that the downturn in oil production demand looked permanent. But Shell can at least argue that its refining profits in the late 1970s recovered the costs of the earlier modernisation drive.

The really big losers are those forced to shut or run at a loss, plant that is still incurring high interest charges and is not fully amortised. Mobil's closure this year of its German Wilhelms-baven refinery (1977 vintage) is a case in point. The industry view is that the big 80 million tonnes a year refinery should never have been opened.

Mobil and Shell have also found themselves in an awkward role in the midst of the rapid build-up of product exports from the Middle East. Last year Mobil's 50/50 joint venture with the Saudis, a 250,000 barrel-a-day refinery at Yanbu, started operations. This year a similar 250,000 b/d joint Shell/Saudi venture at Al Jubail is due to start up.

Planned in the days when Opec was expected to be producing 40m b/d by 1985, and access to that supply was the top priority, the projects point up how the very long lead times associated with the refining of the best-laid plans.

Although the Middle East industry can make a mockery of suppliers' demand for raw material costs, a fraction of those in Europe, they are very unlikely to undercut the existing suppliers in the market place. To do so would immediately drag down world crude oil prices.

The more hefty blows to the European refiners have come from a much less publicised source, the Eastern Bloc. It is the surge of exports from the other side of the Iron Curtain that has taken West European refiners by surprise in recent years. And East European exports into Western Europe are still expected to be twice the level of Middle Eastern and African product exports into Europe by 1990.

But it appears that at the West European political level, complaints about the influx from behind the Iron Curtain are less prevalent than complaints about the distribution of misery within the Community

## Lombard

## A service from Big Brother

By Nicholas Colchester

IDENTITY cards are anathema to the British. They are seen as the embodiment of state control over the individual, of its ability to keep tabs on us and of its power to withhold something from us if we misbehave. Many people feel ID cards would reduce our right to move freely around the country and our curious right to change our names at whim.

Yet I have a mounting conviction that many other people would like one, and would be willing to pay a reasonable sum for one. They would like to be able to ask the state for such a card in the same way that they ask for a driving licence or a passport. It would be small enough to fit in the wallet. It would be indestructible and unforgeable. It would carry the bearer's photograph and be so larded with official stamps that no one could be in any doubt that the bearer was who he was and lived where he lived and did what he did.

## No passports

This voluntary card would allow the bearer to cash cheques for substantial sums as one can in France. He could travel anywhere within the European Community without a passport, just as people already can in other European countries. He could identify himself rapidly when the need arose as a doctor or a vicar or a journalist. (British journalists are currently obliged to produce cards issued by their union to justify their curiosity.) He would have a fast answer on hand at the box office, at the bank, at the parking permit counter, and at all the other places where one's word is unaccountably no longer taken as one's bond.

The distribution of such cards would undoubtedly involve work in the public sector to process the submitted birth certificates, proofs of residence and of occupation, and so forth. Yet if the price was right the new product might even bring a gleam to Treasury eyes, particularly if it made imaginative use of the Passport Office's forthcoming move into the computer age.

Even such talk of a voluntary

ID card will doubtless be heard with horror by those who have a strong instinctive suspicion of the power of the British government. They will argue that if such a system takes voluntary hold seductive reasons will be found to make it obligatory. They will fear the moment when banks, department stores or football clubs begin to make life difficult for those who have decided to preserve their anonymity by not holding such a card.

There is an undeniable risk on both scores. Yet underlying this proposal of voluntary ID cards is a suspicion that Britain's traditional phobia of such cards has become increasingly unfocused and out of touch with reality.

The fact is that many Britons have already elected comprehensively to blow their cover by revealing a great deal about themselves to Access, Visa, and American Express. Their whereabouts are already known to the Inland Revenue, to the Driver and Vehicle Licensing Centre and to British Telecom. They have already succumbed to the convenience of cash cards, cheque cards and bus passes. So when the moment for urban resistance arrives Big Brother will already be off to a flying start.

## Horried

The information society has developed to the point where the anonymous, untraceable individual moving in law abiding fashion about the realm has become an extreme rarity. The rest of us, however strongly we feel about such people's right to exist, take advantage of the state's omniscience when it suits us. We are horrified when the hit-and-run motorist cannot be identified. And when the fellow citizen across the counter doubts our identity we appeal to the state to vouch for us by producing a driving licence. It is a situation that could usefully be improved upon rather than resisted as though it did not already exist.

## The price of engineers

From Mr S. A. Gregory  
Sir, Michael Still (May 7) throws a realistic light upon some aspects of the price of engineers but does not go far enough. The difficulties in the system are not mentioned. In industry there is a framework of recommendations to employers regarding the various levels of skill and suggested rates of pay. In addition to such pooled recommendations there are in-house schemes, often supplied by consultants, in which grades and relationships are established in detail.

Engineers must themselves take some responsibility for their low price. Take, for example, the election to the Engineering Assembly which is going on at present. A fair proportion of the candidates put as their first priority the encouragement of new entrants to the profession. This is roughly the same as proposing to bring more potatoes on to the market when the price is depressed. Needless to say these were the first candidates to be excluded on my ballot paper.

That some of the newer engineers tend to look and sound like accountants is distinctly encouraging. These are varieties which are likely to bring better returns. We also need engineers who have the characteristics of entrepreneurs.

Perhaps those elected to the Engineering Assembly should direct attention in a much more radical way to the need for engineers to develop a keener sense of value in the marketplace and to set about changing themselves. There is a need to shift from the idea of generating a bland image of the engineer as commodity by means of advertisements to serious discussion about varieties which are needed and what the customer would be prepared to pay.

S. A. Gregory,  
22 Crescent Road,  
Stifford

## Not a lot in the union

From the General Secretary, Technical, Administrative and Supervisory Section, Amalgamated Union of Engineering Workers

Sir—Mr Still (May 7) omits the most important reason why engineers' salaries lag behind—a major cause of the skill shortages everyone now bemoans. (There are, of course, other reasons for the skill shortage scandal, e.g. the destruction of Harold Macmillan's training system, the neglect of science-based education, and most employers' hostility towards women as engineers.)

The main reason, however, is undoubtedly low pay. The main

## Letters to the Editor

cause of low pay is the lack of trade union membership among professional engineers and therefore the absence of professionally-conducted collective bargaining. Where engineers—as in the public sector—belong to a union and negotiate collectively, they are far better off than when they have to rely on "individual" salary determination for senior staff.

Why are many professional engineers still not in a trade union? For some their backgrounds have made them anti-union, against their own interests. But in the majority of cases TASS finds that professional engineers want to join but are subjected to heavy pressure by employers against this course.

This is yet another case where the current epidemic of union-bashing works against the interests of individuals and against the interests of our nation.

C. W. Freyer,  
PO Box 30233,  
City Centre,  
Linguae, Malawi.

Help for capital goods exports

From the Chairman, Export Group for the Constructional Industries

Sir—Your leader "Aid, trade and subsidies" (May 3) demonstrates the complete fusion which exists on the use of aid in support of British industry in the developing world markets. The leader complacently argues by discussing the general questions of protection and subsidy as if the arguments regarding protection and those regarding aid were the same, which they are not.

All developed countries operate policies of giving aid to poorer countries. Britain gives considerably less aid than any of our main trade competitors.

All developed countries giving aid split it between multilateral and bilateral aid. Most countries apportion aid with a heavy bias towards bilateral aid (i.e., which has to be spent in the country providing it). Some countries give six times as much bilateral aid as multilateral aid. Britain is unique in choosing to share aid equally between bilateral and multilateral.

All countries giving bilateral aid use some of it to make up financial packages known as mixed credits. Britain chooses to handcap itself by doing less of this than its main trade competitors.

Most countries using mixed credit use the aid component to finance soft loans (as was the case in Turkey with the Bosphorus Bridge). Britain chooses to hand out cash grants which are not always seen by recipients as equally attractive

(again as in the case of the Bosphorus Bridge).

This matter has nothing to do with protection or subsidies to any industry. It is entirely a matter of should we give aid to poorer countries (and Britain already gives little enough)? If so, how we should allocate it between bilateral and multilateral aid? Of the latter component, how much should be available for mixed credits? Are soft loans more acceptable and more effective than cash grants?

It is not helpful for your leader to confuse these questions with general questions of protection and subsidy and one normally looks to the columns of the Financial Times for clarification rather than confusion. It might also be that a more appropriate heading for the leader would have been "Aid, trade and survival."

D. A. Holland,  
15-17, King Street,  
St James's, SW1

## Trade and diplomacy

From Mr J. Oliver,  
Sir—Having just returned to private industry from a secondment to the Foreign and Commonwealth Office I experienced more critical challenges to what I was doing and why in three years as a diplomat trying to promote UK commercial interests than in 15 years as a businessman. Much of that criticism came from UK businessmen who were unaware of my particular background.

I cannot however, let Mr Meyer of the FCO (April 29) get away with suggesting that the five week course which all diplomatic officers undertake is intensive. It is, as Richard Oake (May 3) suggests, more like two weeks of leisurely lectures starting at 10 am and finishing nearer 4 than 5 pm, plus three weeks of briefings from a variety of "great and good" organisations involved in overseas trade promotion. The whole course would be inestimably improved by making it two weeks residential with a really intensive programme.

The more relevant attraction to commercial work today is that without some commercial experience no career diplomat will make it to the top and that of all the sections in an Embassy it is the commercial ones that are suffering least cuts, or so it seemed to me.

We have according to Viscount Davidson of EEC fame "the best organised foreign service machine in the world." It is an asset which more than pays for itself and while many of us have views on how and where further economies could be made, businessmen with international interests would be foolish to join in the popular game of knocking the Foreign Office without just cause.

Julian Oliver,  
21, College Gardens, SE 21

AUSTIN REED  
of Regent Street  
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# FINANCIAL TIMES

Monday May 13 1985



## Terry Byland on Wall Street Coke will keep its sparkle

MR ANGELO BOMMARITO, a Sicilian-born New Yorker, came a definite step closer to the American dream last week. As he worked his daily shift as a restoration worker on the Statue of Liberty in New York harbour, a tugboat drew alongside, and he was presented with the first can of New Coke, Coca-Cola's bold bid to freshen up its flagging product for the first time since its inception 89 years ago.

Later, at Radio City music hall, New Coke received its world premiere in a celebration which played full tribute to Coke's unique place in U.S. culture and traditions. The launching ceremony was duplicated in other big U.S. cities. The rest of the world may have to wait a little longer, but the launch will be completed by next year.

The very thought of tampering with the make up of a product of exactly the same vintage as the Statue of Liberty, and perhaps even more closely linked with U.S. folklore than apple pie, might be enough to give a marketing manager nightmares.

Wall Street flinched when the momentous decision was first disclosed and Coca-Cola stock was perhaps a little slow to join in the general revelry on the stock market at the end of last week. However, immediate reactions have settled down now, and the investment community is beginning to assess the implications of the change. The company has had considerable success with some secondary products, such as Diet Coke, Tab and Sprite. But the old, original Coke, once sold in those distinctive bottles and more lately in cans, still makes up two thirds of total group revenues, representing about \$3.5bn in revenue and more than \$600m in operating revenues.

New Coke will be introduced largely by supplying it to dealers and bottling companies through the normal ordering process, as replacement for old Coke sold. So Coca-Cola chiefs are in for some tense moments in the next few weeks. Brokerage houses agree that it is probably pointless to speculate on the success or failure of the move. The Coca-Cola board itself will begin to know the results in three or four months, according to Mr Brian Dyson, president of Coca-Cola USA.

But the new launch may not be quite as risky as it seems. PepsiCo, Coke's chief rival, has been enjoying itself no end with rival press conferences, but Coke still has a stronghold in most of the important markets.

More than a third of domestic coke sales go to restaurants, clubs and similar outlets where it is almost always the only cola drink available. A similarly important and captive market is the vending machine sector. The formula change in Coke is not likely to affect either of these areas of domestic sales.

Only in U.S. grocery outlets - stores and supermarkets - does the consumer face choices between Coke, Pepsi and the few smaller rivals. These outlets are supplied by Coca-Cola's bottling franchisees, who are strong in their areas and can be expected to fight hard for what is virtually their only brand account.

## Run on deposits closes Maryland savings bank

BY TERRY DODSWORTH IN NEW YORK

U.S. BANKING officials were last night trying to assemble a rescue package for one of the largest savings and loans in the state of Maryland after the bank was closed during a heavy run on deposits at the weekend.

As the crisis at Old Court Savings and Loan Association escalated on Saturday, Mr Harry Hughes, the Governor of Maryland, announced that he was cutting short a trip to the Middle East and flying back to the U.S. to help with the rescue negotiations.

The run on deposits at the Baltimore-based savings and loan company, which has seven branches, erupted at the end of the week, when it was revealed that the Maryland Savings Share Insurance Corporation (MSSIC), which insures Old Court and another 100 state savings associations, had ousted the company's chairman, Mr Jeffrey Levitt, for "possible wrongdoing".

The Attorney-General of Maryland said later that his office would conduct an investigation into possible criminal activities at the bank, including "conflicts of interest". No details have so far been given about these alleged activities, or the extent of potential losses at Old Court, which has assets of around \$940m, making it the second largest S and L in the state.

The nervous reaction of depositors, who were again forming angry queues outside Old Court last night, has raised fears of a possible run on other savings and loans companies in Maryland in the current fragile state of investor confidence in the industry.

Old Court was privately insured by the MSSIC rather than the federal authorities, reminiscent of Home State Savings and Loan, the Ohio institution which failed in March, precipitating a run on deposits and temporary closures of savings institutions throughout the state.

Mr John Faulkner, newly in-

stalled as chief operating officer of Old Court and a member of the insurance fund, said that the bank was not insolvent and that "every request for withdrawal" was being honoured to the penny. Up to the weekend, it is believed that about \$15m had been withdrawn by anxious investors.

Among the rescue proposals being discussed between state officials and the MSSIC are a merger with another S and L, or a takeover by the state. At least two Washington-area savings institutions have been involved in negotiations so far, with talks hinging on the amount of cash the insurance organisation is willing and able to inject, and the degree of protection against possible future losses.

Before the crisis last week, Old Court had attracted attention as one of the most rapidly-expanding savings institutions in the country. In the last three years, its assets have grown from \$140m to \$940m.

## Japanese leaders may seek substantial income tax cuts

BY JUREK MARTIN IN TOKYO

JAPANESE political leaders, apparently responding to a mixture of international pressure and domestic political realities, now appear more ready to entertain a substantial income tax cut next year.

Over the weekend Mr Yasuhiro Nakasone, the Prime Minister, told a parliamentary committee that he thought cuts in both personal and corporate taxes next year might be appropriate. Before the Bonn summit, 10 days ago, he had said the Japanese economy did not need extra stimulus for the time being.

Mr Nakasone insisted that the purpose of tax reductions should be to remedy existing tax inequities and not to spur domestic demand. But, in the next breath, he conceded that similar tax cuts, especially in the U.S., had advanced economic activity and, by implication, increased imports.

If the politicians succeed in imposing their views on the country's powerful bureaucracy - by no means a certainty - a casualty could be the long-mooted introduc-

tion within the next two years of a new consumption tax similar to VAT.

Mr Shin Kanemaru, the influential secretary-general of the ruling Liberal Democratic Party (LDP), has bluntly questioned the wisdom of new indirect taxes, suggesting instead a combination of tax cuts and a removal of some of the tax breaks now available to small savers and the affluent.

The LDP has long included advocates of fiscal stimulation, but they have not enjoyed the seat of power for some years. However, even the apparent shift in the views of the Prime Minister and Mr Kanemaru does not guarantee action, since the bureaucracy, which draws up and implements policy and which has mostly been motivated throughout the 1980s by the imperative of fiscal austerity, may be less inclined to budge.

It is undeniable, however, that Mr Nakasone and those close to him, pleased though they may have

been that Japan emerged relatively unscathed from the Bonn summit, sense that some Japanese macro-economic gesture is necessary - if for no other reason than to help defuse external pressure for specific trade concessions.

Equally important is the fact that Japan seems likely to have a general election within the next 18 months. The LDP does not want to contest an election on a platform which implies higher taxes - a near disaster for it in 1979.

However, there would be a real political problem if any new tax reform package eliminated the ¥3m (\$12,000) tax exemption on small savings accounts. Mr Noburo Takemitsu, the Finance Minister and Mr Nakasone's principal LDP challenger, was very careful over the weekend to state that cutting taxes and eliminating the tax breaks on savings were two different subjects. His reservations suggest that the tax battle has only just been joined.

China's challenge, Page 5

## Wellcome considers SE listing

BY CHARLES BATCHELOR IN LONDON

THE WELLCOME FOUNDATION, the UK pharmaceuticals group which devotes a large part of its profits to charity, may seek a listing on the London Stock Exchange in a move which could value the company at £1.5bn (\$1.8bn).

The foundation, whose shares are currently completely owned by the Wellcome Trust, a registered charity, is considering floating about a quarter of its shares on the stock market. The trust would retain majority control of the foundation so that its twin aims of devoting large slices of its earnings to research and to charitable donations can be maintained.

The foundation has appointed S. G. Warburg as merchant banking advisers on the flotation while the trust has nominated Robert Fleming to look after its interests.

The foundation is keen to have access to outside funds to make acquisitions and be able to reward executives and other staff with share option schemes. The trust for its part wants to diversify its charitable activities.

The trust will be able to maintain the ethical principles on which it was founded by keeping majority control of the foundation. This will avoid problems such as those which arose last year over the flotation of Reuters, the international business information network. An elaborate share structure was constructed for Reuters to avoid it losing its independence.

A final decision has still to be taken but if Wellcome does go ahead with a public quotation the move will end a 61 year-old tradition. The foundation has long published an-

ual reports giving details of its profitability but it has not had the pressure of independent shareholders on it to perform.

The Wellcome group was founded by Sir Henry Wellcome, the son of a missionary in the American West. It grew to become one of the big three UK pharmaceutical groups along with the publicly quoted Beecham and Glaxo.

Pressure has been growing within the organisation recently for the company to take a more aggressive stance in the pharmaceutical markets.

It increased pre-tax profits to £80m on turnover of £206m, in the year ended August 1984 from profits of £81m on turnover of £174m the year before. Ten years ago it made profits of £22m on sales of £173.5m.

## Pym to lead dissenting Tory group

BY MARGARET VAN HATTEM, PARLIAMENTARY CORRESPONDENT, IN LONDON

MR FRANCIS PYM, the former British Foreign Secretary who was dropped from Prime Minister Mrs Margaret Thatcher's Cabinet in 1983, confirmed last night that he is leading a new pressure group of moderate Tory backbench MPs.

Although he dismissed any idea that the group was a rebel movement and constituted a threat or challenge to the leadership of Mrs Thatcher, Mr Pym said it would not hesitate to vote as a block against the Government on issues such as economic policy and unemployment.

The group is pledged to steer the

party back from the right to a more traditional form of Toryism with a view to the next general election and succession of party leadership.

The group, to be known as Conservative Centre Forward, already contains 32 Tory MPs who have been meeting every week secretly at Westminster to plan their tactics.

Prominent members include two former Tory ministers Sir Ian Gilmour and Mr Geoffrey Rippon, and Sir Peter Tapsell and Mr Julian Critchley. They believe their deep concern over the Government's failure to come to grips with unemployment is widely shared among

Tory MPs. And they are already drawing up plans to make a big impact on the fringes of this year's Tory Party conference.

The group, they intend to co-ordinate their public speeches and, if necessary, to defy the whips (party managers) in the House of Commons.

An early test of the group's resolve and muscle could come with the presentation of the Cabinet's review of the social security system, which members consider to be closely linked to the unemployment issue, and with much of which they expect to disagree.

## World Weather

Location	Temp	Wind	Cloud	Temp	Wind	Cloud	Temp	Wind	Cloud
Amsterdam	17	15	10	London	15	10	Paris	14	10
Berlin	16	15	10	Brussels	15	10	Cologne	14	10
Düsseldorf	16	15	10	Frankfurt	15	10	Hamburg	14	10
Munich	16	15	10	Nuremberg	15	10	Stuttgart	14	10
Vienna	16	15	10	Zurich	15	10	Basel	14	10
Geneva	16	15	10	Lyon	15	10	Marseille	14	10
Nice	16	15	10	Barcelona	15	10	Madrid	14	10
Seville	16	15	10	Valencia	15	10	Bilbao	14	10
Bombay	28	25	10	Calcutta	27	25	Delhi	26	25
Madras	28	25	10	Colombo	27	25	Singapore	26	25
Manila	28	25	10	Batavia	27	25	Jakarta	26	25
Calcutta	28	25	10	Rangoon	27	25	Yangon	26	25
Shanghai	28	25	10	Beijing	27	25	Tientsin	26	25
Harbin	28	25	10	Urumqi	27	25	Lhasa	26	25
Yokohama	28	25	10	Osaka	27	25	Kobe	26	25
Tokyo	28	25	10	Sapporo	27	25	Utsunomiya	26	25
Seoul	28	25	10	Pyeongongyang	27	25	Manila	26	25
Hanoi	28	25	10	Saigon	27	25	Phnom Penh	26	25
Bangkok	28	25	10	Yangon	27	25	Ujung Pandeg	26	25
Medan	28	25	10	Surabaya	27	25	Samarang	26	25
Bandung	28	25	10	Denpasar	27	25	Ujung Kuning	26	25
Yogyakarta	28	25	10	Surabaya	27	25	Samarang	26	25
Bandung	28	25	10	Denpasar	27	25	Ujung Kuning	26	25
Yogyakarta	28	25	10	Surabaya	27	25	Samarang	26	25
Bandung	28	25	10	Denpasar	27	25	Ujung Kuning	26	25
Yogyakarta	28	25	10	Surabaya	27	25	Samarang	26	25

## U.S. budget challenge

Continued from Page 1

In Nicaragua, the controversy over his visit to the Bitburg cemetery in West Germany and an economic summit in Bonn which denied him the clear gains he had been hoping for on a number of issues, including trade policy.

But if Mr Reagan's budget concessions have been shrewdly timed they are also seen as further evidence that in spite of his huge electoral victory last November, the President no longer has the political clout to force his political priorities through Congress as he did in the opening months of his first term of office.

Mr Gray's comments underlined the difficulties which still lie ahead

for the budget package. But Wall Street's optimistic reaction to Friday morning's vote in the Senate indicates that many in the financial markets feel that deficit reduction is making more progress than seemed likely a few weeks ago when the President was taking an intransigent stance on the defence budget.

It is pointed out however that not only do the claimed reductions in the deficit in the Senate budget resolution exaggerate some of the potential savings but they are also based on economic assumptions which are looking increasingly optimistic as growth in the U.S. economy slows down.

## Burmah reveals takeover approach by Heron

By Charles Batchelor in London

HERON INTERNATIONAL, the UK property, petrol station and insurance group, has made a bid approach to Burmah Oil - the British oil group currently valued by the stock market at nearly £370m (\$450m) - Burmah revealed yesterday.

Burmah, which nearly collapsed in the wake of the 1974 oil crisis, said Heron had raised the possibility of a takeover and sought the agreement in principle of the Burmah board at a meeting two weeks ago.

In a statement issued yesterday to counter stock market speculation, Burmah denied that Heron had made an offer or that terms had been discussed. Burmah said it had been making efforts to improve its performance. "The board of Burmah, therefore, cannot see any benefit in an amalgamation with Heron."

But in a remarkably conciliatory statement that leaves it open for Heron to return with a formal bid, Burmah said: "Naturally, the board would consider any offer and would respond to it in the light of the company's prospects."

Heron, which already has a 4 per cent stake in Burmah, was unavailable for comment yesterday.

Burmah has spent the past decade rebuilding profits after it lurched into losses in 1975 and 1976 following the oil crisis, and the fall of the London stock market which endangered the collateral backing large loans to the company.

The Bank of England was forced to step in to guarantee borrowings in return for which Burmah gave the bank an option, which it subsequently used, to buy Burmah's large stake in British Petroleum.

Burmah sold off many of its oil and gas interests and began reducing the size of its tanker fleet. At the time of its near-collapse it had 42 tankers.

The reorganisation programme is still continuing. Earlier this month it emerged that Burmah had sold a further three crude oil tankers taking its loss-making tanker fleet down to four vessels.

Burmah has also reached agreement to buy stakes in 12 UK on-shore oil exploration licences and is close to completing negotiations on the purchase of a U.S. specialty chemicals group.

Burmah last month reported an increase in 1984 pre-tax profits from £53m to £70m in turnover which rose from £1.58bn to £1.72bn. Most of the increase came from the highly profitable Castrol oils business.

Heron International, made pre-tax profit of £28m in turnover of £88m in the year ended March 1984. The bid approach to Burmah was made by Heron Corporation, the UK operating company.

Europe's oil refineries, Page 15

## Setback in Sikh unrest

Continued from Page 1

Mr Gandhi has launched new policies in recent weeks aimed at reaching a permanent settlement of the Sikhs' economic, political and religious demands. He released Mr Longwall and other leading Sikhs from prison, appointed a new governor, and announced economic and other policies aimed at demonstrating that the Government was adopting a positive stance.

Despite setbacks, some progress appeared to be made and Mr Longwall appeared to be indicating he intended to settle in a settlement. But the bomb attacks demonstrate, as happened several times last year, how extremist violence can disrupt peace moves.

Meanwhile the unconnected violence in the western state of Gujarat over India's traditional caste system and Hindu-Muslim rivalries continued, despite a heavy army presence. At least six people were killed.

## THE LEX COLUMN BT wrings its suppliers

When British Telecom announced on Friday that it was buying 51 per cent of Mitel, the Canadian PABX manufacturer, the stock market's first thought was for the damage to BT's existing suppliers. Plessey's share price fell by nearly 5 per cent, and STCs by 7 per cent. The immediate fear was not just that more business would go to Mitel at the expense of these companies, but also that the existence of an in-house manufacturing operation would put even more pressure on the suppliers' margins.

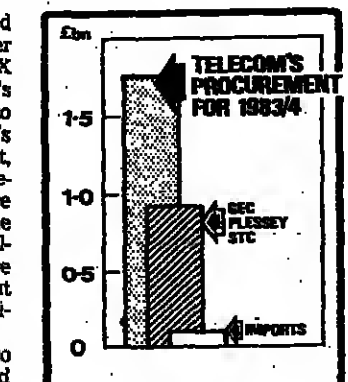
Even if BT were seriously to tighten the screws, the effect would not, in fact, be disastrous. Of Plessey's turnover, it is thought in the City of London that around £70m comes from switching products that compete head-on with Mitel - and of this, around half goes to BT on margin of 10 to 15 per cent. So if these assumptions are near the mark, even if all this business migrates to Mitel, there is still no need for Plessey's pre-tax profit to suffer by more than 5 per cent.

But the implications of the Mitel deal are further-reaching. For a start, analysts believe that this is the first of many such acquisitions. Though Telecom may need a little time to digest Mitel, it is hardly short of money and has made a secret of its intention to expand overseas into other areas in which the UK manufacturers are involved.

Even if BT holds to its intention of leaving main exchange manufacturing to others, it could still use its enhanced bargaining power to cut into its suppliers' margins in other areas. But what they fear most is that Telecom could abuse its monopoly position as network operator to persuade customers to buy its own products rather than those of its competitors.

Telecom's toughness as a buyer is nothing new. With nearly £2bn to spend a year, it is powerful enough. Add to that its position as a monopoly customer for many of its suppliers, and the grip tightens. Before the liberalisation, and then privatisation, of telecommunications, BT might fairly have been accused of sleepiness in its procurement. But more contracts are now put out to competitive tender, foreign companies are often encouraged to bid, and BT takes a harder line on price, delivery and specification with its suppliers.

In 1983-84, 54 per cent (by value) of Telecom contracts were awarded to GEC, Plessey and STC. But the so-called "easy relationship" with



these suppliers no longer exists. On System X, for instance, BT dropped STC, and with the research and development now done, GEC and Plessey bid against each other for orders. Not only that the two will have to compete on cost and delivery with the new, alternative System Y from Thorne-Emmerson.

BT only buys 8 per cent of its supplies from abroad, but now that it is no longer a nationalised industry answerable to the UK Government, it has more freedom to look outside Britain. Though it still feels it has some commitment to promoting UK employment, a multinational company which chose to set up a manufacturing base in Britain would quality in BT's eyes as a home producer.

This is not to say that BT is deserting its domestic suppliers. It is, after all, committed to buying 2m to 3m lines of System X a year for the next decade or two. And for the rest of its business, domestic companies have a headstart over foreigners because of their longstanding relationship with the company and their proximity. But BT now claims that it "cannot afford to adopt a benign or paternalistic approach which would restrict purchasing to UK sources irrespective of the company's need for its competitive position."

This will not doubt go down well with BT shareholders. Now that it has bought Mitel, though, other suppliers could justifiably complain that they cannot compete in the domestic market. Yet telecommunications manufacturers need a solid home base to reap large enough economies of scale for their products to be competitive abroad.

They could, of course, complain to the Office of Telecommunications, which was set up to ensure that BT did not abuse its monopolistic position.

What seems strange, according to a Greenwell study, is that which of these treatments comes to be applied by the Revenue may depend on how the return on the bond passes through the holder's accounts. Net funds who are contemplating an investment in zeroes may be well advised to check that they can keep them in at cost - otherwise the net yield may be rather disappointing. Arbitrariness may be an inbuilt characteristic of all taxation, but if the incidence of tax on zeroes depended on a case-by-case adjudication, the policy objective of getting more corporate debt funded - and eventually reducing the hill mountain - might be frustrated, serving nobody's best interest, national or actual.

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday May 13 1985

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Chile tries to plug gap with World Bank guarantee

By PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

CHILE and its creditor banks are considering a novel form of World Bank guarantee to help the country raise part of the \$1.65bn in fresh funds needed to meet its balance of payments gap this year and next.

Under the scheme commercial banks would provide about \$200m to \$250m in loans to Chile which would become guaranteed by the World Bank when repayments start to fall due in the 11th and 12th year of their life.

The idea takes up one of the World Bank's priorities in dealing with debtor countries, which is to use its financial muscle to extend the maturity of loans beyond that normally available from commercial banks. But it is also intended to plug the gap between Chile's actual need for finance and the amount the banking system is willing to provide purely on its own account.

The guarantee scheme is bound to prove controversial as it would be

the first time that any form of official guarantee has been offered on bank loans accompanying a re-scheduling. The committee of leading creditor banks, chaired by Manufacturers Hanover, which has been negotiating the package with Chile believes, however, that opposition on this score from the U.S. and elsewhere can be overcome.

Bankers on this committee argue that Chile is a unique case because of its need for new money, which has continued even though it has performed well under its International Monetary Fund programmes over the past two years. The payments gap results largely from wrong forecasts for the copper price and interest rates which the IMF itself endorsed at the time.

Thus any World Bank guarantee scheme for Chile will be presented as compatible with the official case-by-case approach to the debt crisis

and not as a precedent open to other needy countries as well.

Ultimately bankers argue such a scheme would be needed simply because the banking system is unwilling to come up with all the funds Chile now needs in the form of a conventional forced loan. Even with the guarantee scheme, a considerable amount of financial juggling has been needed to produce a programme that will allow Chile to fill its payments gap up to the end of next year.

For example, \$150m is to be saved by switching interest payments to a six-monthly from a three-monthly basis, effectively postponing them for future years. A further \$50m is to come from a reduction in the interest rate agreed on the 1983/4 rescheduling. Meanwhile Chile is expected to receive a \$250m structural adjustment loan this year from the World Bank, with more in later years.

That leaves banks still having to provide a non-guaranteed loan of \$800m which would have a 10-year maturity with repayments starting after a grace period of five years. The advisory committee believes that a loan of this amount is the largest the country's 350 creditor banks can be expected to provide. It only just exceeds last year's \$780m difficult fund-raising exercise.

By 1987, they hope, Chile will need no further new money from the banks. Sr Hernan Somerville, Chile's debt negotiator, is returning to New York this week for further talks on the package, which also includes \$7.25bn in rescheduling of debt falling due up till the end of 1987.

Separately, Chile plans to try and renegotiate about \$200m in official debt falling due to governments of the main industrial countries. But these efforts will be carried out on a bilateral basis rather than through

the framework of the Paris Club, because Chile is deeply concerned that it would otherwise become enmeshed in Paris Club rules preventing the extension of fresh official credit once a rescheduling has been agreed.

If the bilateral approach works Chile will gain additional flexibility in managing its external finance, but bankers have not been counting on this in designing its rescue package.

Elsewhere the Euronote and credit markets were rather quiet last week, though the \$400m facility for Electricite de France is now oversubscribed to the point where an increase to at least \$600m can be offered to the borrower. While Czechoslovakia continues to mull over its borrowing plans, the Soviet foreign trade bank has launched a new \$200m credit and the Commonwealth International Investment Bank is raising \$100m through a 10-

year credit bearing a margin of 1% per cent and led by Sumitomo Bank.

A change has also been announced in the slow-moving \$200m note issuance facility being arranged by Merrill Lynch for Danish Export Credit. Underwriters are to receive the option in the first 10 days of the deal's life to convert their obligation into the underwriting of a floating rate note bearing interest at six-month Libor with the coupon reset each month. They will be offered this mismatch floater at a price of 99.67 per cent and receive in addition the deal's management fee of 10 basis points.

Merrill Lynch said on Friday the change was made to provide cheaper funds to the borrower, though it clearly also hopes that the chance of a floating rate note option may encourage banks which have been deterred from participating by the deal's low 7% basis point fee.

EUROMARKET TURNOVER

Turnover (\$m)

Primary Market

U.S.\$ 1,088.2 148.5 3,994.7 81.0

Prev 2,716.9 1.9 241.5 301.7

Other 449.9 143.1 123.8 25.5

Prev 1,180.5 173.1 325.9 70.2

Secondary Market

U.S.\$ 14,357.6 501.2 10,178.2 1,788.9

Prev 16,537.6 644.1 10,580.8 1,897.1

Other 2,503.8 41.7 545.5 1,179.1

Prev 3,175.3 102.6 440.0 1,061.3

Credit Euroclear Total

U.S.\$ 9,882.3 22,282.2 32,206.5

Prev 9,950.4 22,941.9 32,892.3

Other 2,778.1 2,348.8 5,126.9

Prev 3,804.5 2,732.4 6,536.9

Week to May 9, 1985 Source: ABC

BHF Bank bond average

May 10 102.087 Previous 102.021

High 102.890 1985 Low 99.840

Austrian banks braced for reform

By Patrick Blum in Vienna

THE AUSTRIAN banking community faces its biggest challenge of recent years following the announcement of forthcoming radical bank reforms made last week by Dr Franz Vranitzky, the finance minister.

The minister hopes the reforms, to be presented to parliament in the summer as an amendment to the 1979 Banking Act, will come into effect in mid-1986.

Improving capital ratio adequacy is at the heart of the proposed changes. Dr Vranitzky has decided that after years of hesitation, radical changes were necessary to bring Austrian banking practices more into line with the international standards. Banks will be required to build up their capital base and curb over-enthusiastic lending, with the aim of improving profit margins.

The reforms will establish new criteria to define capital ratios taking into account contingent liabilities not previously included in ratio calculations, and force the banks, over a period of time which has yet to be fixed, to increase their capital base to 4 per cent of balance sheet.

On the basis of the new criteria the capital ratio of the large banks would stand at under 3 per cent and as low as 2 per cent for some institutions. All banks will need to increase considerably their share capital and earnings to meet the new target.

Raising capital adequacy will force the banks to improve earnings. "What we're saying to the banks is: do not go for business which involves a large risk but brings next to no profits," a finance ministry official said. At the same time there will be new tighter credit limits.

World Banking Survey, Section III

Strong rally sends sun shining across the Atlantic

By MAGGIE URRY IN LONDON

THE SUN is shining in the Eurobond market. By the end of last week syndicate managers could look back on some profitable deals and look forward to some more.

The spur came from the New York bond market where the week ended on a strong rally. The rise in the Eurobond market was sufficient for new issue managers to talk about Europe being competitive, so a fair proportion of potential issues could end up in London rather than New York.

That should be good news. The secondary market is finding that demand for good quality, well-priced paper is too much for the available supply and prices last week moved up by 1 to 1 1/2 points, with a large part of the rise on Friday. The usual proviso must be made though - a few badly priced

issues could quickly kill the rally.

No such deals appeared in the Eurodollar fixed rate sector last week. Issues for Sanwa and Österreichische Kontrollbank were moving well by Friday night. An issue for the U.S. railway company CSX, brought on Friday morning, was trading within 1 1/2 points of its issue price by the evening. Merrill Lynch took Friday afternoon to launch a 10-year issue for Citicorp, which could prove well timed if the rally continues on Monday.

Merrill Lynch led a similar deal for Citicorp at the end of January - a 12-year issue with no calls for the first six years (this one has five years' call protection) - which was doubted in size the day after launch.

Floating rate note traders had a quieter ending to the week, though

the excitement of the perpetual issues continued. Midland Bank's issue, like Lloyd's was increased to \$750m and was bid at 98.89 at the week's end. Rumours abound about an issue from National Westminster Bank, and certainly there seems to be sufficient demand to accommodate another sizeable deal.

Convertible were also in the news, and Credit Suisse First Boston's issue for American General was a candidate for deal of the week. CSFB adopted tactics it has recently been using on some deals - keeping tight control over a small management group so that managers do not feel tempted to sell bonds back into the market which the lead manager has to mop up.

With fees on the deal of 2 1/2 per

cent the managers' profits should help redress the balance against some of the tougher deals of the year.

The Eurodollar bond market was by no means alone in its cheerful mood last week. Many of the other currency sectors of the market were seeing good buying interest.

Retail demand is running high for Australian dollar bonds with recent issues improving. On Friday, Orion Royal Bank announced an increase for the Commonwealth Bank of Australia issue from A\$40m to A\$50m. The bonds, issued the previous week, had been trading close to issue price. Last week's issues - as usually happens with a retail-dominated market - were slow to get off the ground.

The attraction of the market to Australian borrowers was under-

lined when Westpac Banking raised three-year money at 13 1/2 per cent and then increased its prime rate to 16 1/2 per cent the following day.

The Canadian dollar sector had a tougher week, with three tightly priced deals appearing. The issue for Shell Canada should meet demand among the name-conscious retail investors. But Montreal's pricing dragged Canadian National Railways' terms down with it.

Demand for Euro-Norwegian kroner deals is hard to satisfy as the Oslo authorities keep a tight hold on the currency. The last new issue was for Denmark in February, so when Christiania Bank launched a Nkr 200m deal for Scandinavian Airlines it took off.

The European currency unit market has been another notable hot

spot, with four borrowers tapping the market successfully. Both parts of the Council of Europe's two-tranche issue on Friday were trading at a discount of 1/2 point to their issue price.

The D-Mark Eurobond market was up by 1/2 point last week, helped by the weaker dollar and sustained foreign buying. The new issue from the European Investment Bank was swept up in the rally, ending the week bid at a 1/2 point discount to issue price.

Commerzbank's two-tranche zero coupon issue was also reported to be doing well, with the 10-year portion quoted just below the 50 issue price and the 15-year tranche at a price above the 33 1/2 issue price. Commerzbank did not syndicate the deal but opened it to subscriptions.

The Swiss franc market did not quite share in the party, though prices were ahead by 1/4 point over the week, with a preference shown for the higher coupon issues. Queensland's SwFr 100m 10-year issue, which has a 5 1/2 per cent coupon, closed at 99 1/2 on its first trading day on Friday, compared to a 99 1/2 issue price.

Soditic has changed the structure of its dual currency issue for American Medical in response to poor market demand. The equity warrants originally attached to the bonds will now be sold separately, while the bonds will keep the same 5 per cent coupon but will be sold at a discount. Issue price will be SwFr 3,800 for a SwFr 5,000 nominal bond, which will eventually be repaid in dollars.

NEW ISSUE

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MAY 1985

U.S. \$200,000,000



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## INTERNATIONAL CAPITAL MARKETS

## U.S. MONEY AND CREDIT

## Budget freeze helps to breathe in new life

AFTER a faltering start the U.S. bond market turned in another sparkling performance last week buoyed by hopes of meaningful action on the federal deficit and an easier Fed monetary stance.

Two specific events helped breathe new life into a spluttering rally toward the end of another volatile trading week.

In the early hours of Friday morning the Senate narrowly approved a one-year budget freeze which appears to promise a \$55bn reduction in the coming fiscal year. Then, by the time the markets had opened, the April producer price number was out showing a smaller-than-expected 0.3 per cent increase—despite the impact of higher petrol prices.

In the wake of this bundle of good news bond prices soared—shrugging off earlier woes caused by the record quarterly refunding package and the latest pronouncements from Mr Paul Volcker, the Fed chairman, which appeared to indicate that despite much speculation to the contrary—there has been no basic change in Fed policy in recent months.

U.S. MONEY MARKET RATES (%)				
	Last Friday	1 week ago	4 wks ago	12-month ago
Fed Funds (weekly average)	7.57	8.28	8.70	11.77
Three-month Treasury bills	7.74	7.71	8.04	10.77
Six-month Treasury bills	7.89	7.88	8.28	10.77
Three-month commercial paper	8.12	8.20	8.50	11.30
30-day Commercial Paper	8.00	8.02	8.47	11.30

U.S. BOND PRICES AND YIELDS (%)				
	Last Friday	1 week ago	4 wks ago	12-month ago
Seven-year Treasury	104 1/8	104 1/8	103 3/8	101 1/8
10-year Treasury	104 1/4	104 1/4	103 1/4	101 1/4
30-year Treasury	104 1/2	104 1/2	103 1/2	101 1/2
New 10-year "A" Financial	N/A	N/A	11.75	11.85
New "AA" Long utility	N/A	N/A	12.25	12.35
New "AA" Long industrial	N/A	N/A	12.00	12.13

Source: Salomon Bros (estimates). Money Supply: In the week ended April 29 M1 fell by \$200m to \$275.2bn.

While the markets greeted the Senate budget package with enthusiasm, the deal received a typically cautious welcome from senior Wall Street economists who emphasised that despite some "watershed" features, such as a freeze in defence spending in later terms, the package is still a long way from delivering on its promise. But the market was in no mood for such wisdom. The warnings were brushed aside in a wave of Friday retail buying which helped dealers clear their shelves of the \$20.5bn in new government paper launched in the three-part refunding.

The auctions themselves went reasonably well, bringing investors average yields of 10 per cent on the \$8.01bn of three-

year notes, 11.30 per cent on the \$6.5bn of 10-year notes and 11.38 per cent on the \$6.05bn reopened offering of the 30-year long bond.

By the close on Friday the long bond was priced at 101 1/2 for a 1 1/2 point gain on the week, yielding 11.20 per cent.

The small increase in the producer price index helped fuel another wave of speculation about Fed easing despite the latest Fed bank figures which suggest that monetary policy has indeed remained virtually unchanged since mid-January.

In midweek Mr Volcker, in Congressional testimony, appeared to add credence to this view. Asked if Fed policy had remained essentially unchanged he replied that this was "a fair characterisation."

Meanwhile other Fed officials, including Mr Preston Martin, the vice-chairman and governor-designate Ms Marga Seger, were counselling against too much expansion.

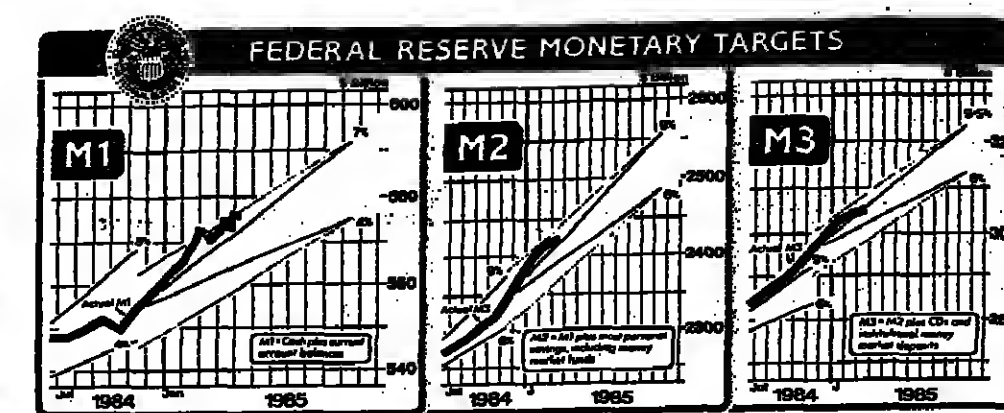
The markets initially reacted badly to these views, but then focused their hopes on the

May 21 meeting of the policy-making Federal Open Market Committee.

The FOMC meeting will have a wide range of economic numbers to chew over. These include the April retail sales due out tomorrow, industrial production figures due out on Wednesday, and housing figures on Thursday.

Thursday will also bring another bunch of monetary aggregates. M1 fell \$800m in the latest week. This week the M1 number will be accompanied by the broader M2 and M3 monthly numbers.

What the FOMC will make of the latest batch of statistics is a matter of hot debate on Wall Street. While some economists maintain that a discount rate cut may be imminent—a view



which the market currently appears to endorse, others caution that such optimism may be ill-founded.

While Treasury rates were generally unchanged to slightly higher last week, most private short-term rates fell by between 5 and 25 basis points and the Fed funds rate traded around the 8 per cent level for most of the time.

Money market rates are now at or in some cases below, their January lows. The three-year note is now around 25 basis points lower than its late January level and 125 basis points below the March extreme.

Yields on intermediate and long-term securities are substantially below the March levels but still above the lows recorded in January.

New issue volume totalled almost \$800m last week with a similar volume currently scheduled for this week. Among the new corporate issues Textron sold \$100m of 25-year 12 1/2 per cent bonds priced to yield 12.75 per cent, together with \$150m of 10-year 11 1/2 notes priced to yield 11.85 per cent.

Paul Taylor

## UK GILTS

## Outlook cloudy with bright intervals

THE GILTS market seems to have been suffering from the same cold north-easterly air-stream which was dampening down the spring this week.

The outlook is what forecasters ominously call "uncertain," under the lowering aspect of the April money supply figures and the unexplained cloud of high bank lending. The inflation figures for April and May could also produce a few shivers.

However, by the end of the week there was much more evidence of "brighter intervals" as foreign investors reminded the markets that British yields are still high and there are still a lot of worried holders of dollars out there in the world.

But in the absence of any clear trend in the currency markets investors still have to decide what to make of the 2 1/2 to 3 per cent surge in broad money supply, and more importantly, how the authorities see it—as just a springtime cloudburst or the portent of more settled change?

redemption between the end of this month and mid-July.

At the same time, there seems to be a renewed emphasis in Whitehall on the likely "front-end loading" of public borrowing. Treasury estimates suggest that after various adjustments for strikes there has been quite a stable pattern in the past six years for 70 per cent of the FGBR to fall in the first six months.

Since the growth of sterling M3 would have to be about zero in the next two months to bring it back within the 5 to 9 per cent target range, the immediate outlook for funding is chilly.

This was reflected in a fall of prices of up to two points, after the money figures and discussion from some analysts like Mr Ian Harwood of Rowe and Pitman, of the possibility of a "buyers' strike," with "nothing at present to get the market going."

It was hardly surprising therefore that the Bank did not push out a new tap on Friday as some people had expected even though it still had much of the £250m of 12 1/2 Exchequer

1990 and the £250m of 10 1/2 1995 on its books.

It is possible the authorities may not be overworried by some overbought in sterling M3 on the grounds that a substantial part of last year's rise was perhaps a third—represented by higher interest-bearing deposits by institutions. There is also the perverse effect by which higher interest rates feed straight through into sterling M3, while generating increased loan demand from companies.

The real risk is that renewed unease about monetary discipline with perhaps some further falls in the oil price could start a re-run of the January sterling crisis. The much increased nervousness about the dollar since then makes this less likely. The authorities can take some comfort from the stability of long-term gilt yields, as an endorsement of the general thrust of policy, but there is still plenty to be anxious about before mid-summer.

Max Wilkinson

## FT/AIBD INTERNATIONAL BOND SERVICE

U.S. DOLLAR				Issued	Price	Yield
STRAIGHTS						
AHC 0/8 Fin 11 1/4 94	100	101 1/4	101 1/4	11.50		
AHC 11 1/2 95	100	100 1/4	100 1/4	11.50		
AHC 11 1/2 96	100	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 95	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 96	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 97	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 98	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 99	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 00	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 01	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 02	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 03	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 04	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 05	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 06	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 07	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 08	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 09	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 10	125	100 1/4	100 1/4	11.50		
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Amer Savings 12 1/8 97	125	100 1/4	100 1/4	11.50		
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Amer Savings 12 1/8 24	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 25	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 26	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 27	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 28	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 29	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 30	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 31	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 32	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 33	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 34	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 35	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 36	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 37	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 38	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 39	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 40	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 41	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 42	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 43	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 44	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 45	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 46	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 47	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 48	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 49	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 50	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 51	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 52	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 53	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 54	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 55	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 56	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 57	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 58	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 59	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 60	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 61	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 62	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 63	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 64	125	100 1/4	100 1/4	11.50		
Amer Savings 12 1/8 65	125	100 1/4	10			



This announcement appears as a matter of record only.  
The Notes were offered and sold outside the United States of America.

U.S. \$100,000,000

# Engelhard Corporation

11 3/4% Notes due March 29, 1992

Goldman Sachs International Corp.

Swiss Bank Corporation International Limited

Chase Manhattan Capital Markets Group

Banque Bruxelles Lambert S.A.

Banque Nationale de Paris

Crédit Lyonnais

Dresdner Bank Aktiengesellschaft

Samuel Montagu & Co. Limited

Sumitomo Finance International

Union Bank of Switzerland (Securities) Limited

Yamaichi International (Europe) Limited

Bank Gutzwiller, Kurz, Bungener (Overseas) Limited

Bank Leu International Ltd.

Banque Populaire Suisse S.A. Luxembourg

Great Pacific Capital S.A.

Lombard, Odier International S.A.

Soditic (Jersey) Limited

United Overseas Bank

March, 1985

This announcement appears as a matter of record only.  
The Notes were offered and sold outside the United States of America.

U.S. \$100,000,000



11 1/2% Notes due May 9, 1997

Goldman Sachs International Corp. Union Bank of Switzerland (Securities) Limited

Algemene Bank Nederland N.V.

Bank Brussels Lambert N.V.

Chase Manhattan Capital Markets Group

Crédit Lyonnais

Daiwa Europe Limited

Dresdner Bank Aktiengesellschaft

Merrill Lynch Capital Markets

Mitsui Finance International Limited

Morgan Guaranty Ltd

Nomura International Limited

Sumitomo Finance International

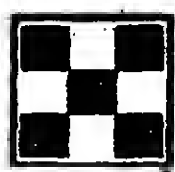
Swiss Bank Corporation International Limited

S.G. Warburg & Co. Ltd.

May, 1985

This announcement appears as a matter of record only.  
The Notes were offered and sold outside the United States of America.

U.S. \$150,000,000



# Ralston Purina Company

11 3/4% Notes due May 1, 1995

Goldman Sachs International Corp.

Citicorp International Bank Limited

Credit Suisse First Boston Limited

IBJ International Limited

Salomon Brothers International Limited

Union Bank of Switzerland (Securities) Limited

Algemene Bank Nederland N.V.

Banca Commerciale Italiana

Bank Leu International Ltd.

Banque Bruxelles Lambert S.A.

Banque Nationale de Paris

Crédit Agricole

Dai-ichi Kangyo International Limited

First Chicago Limited

First Interstate Limited

Kidder, Peabody International Limited

Manufacturers Hanover Limited

Mitsui Finance International Limited

Morgan Grenfell & Co. Limited

Morgan Stanley International

Nomura International Limited

Orion Royal Bank Limited

Sumitomo Trust International Ltd.

Swiss Bank Corporation International Limited

April, 1985

This announcement appears as a matter of record only.  
The Notes were offered and sold outside the United States of America.

U.S. \$100,000,000

# The St. Paul Companies, Inc.

7 1/2% Convertible Subordinated Debentures due April 15, 2000

The Debentures are convertible as described in the Offering Circular into shares of Common Stock of the Company.

Goldman Sachs International Corp. Swiss Bank Corporation International Limited

Algemene Bank Nederland N.V.

Banque Paribas Capital Markets

Commerzbank Aktiengesellschaft

Daiwa Europe Limited

Fox-Pitt, Kelton N.V.

Kleinwort, Benson Limited

Merrill Lynch Capital Markets

Morgan Guaranty Ltd

Nomura International Limited

Union Bank of Switzerland (Securities) Limited

Julius Baer International Limited

Banca del Gottardo

Bank Gutzwiller, Kurz, Bungener (Overseas) Limited

Bank Leu International Ltd.

Banque Populaire Suisse S.A. Luxembourg

Banque Scandinave en Suisse

Compagnie de Banque et d'Investissements, CBI

Lombard, Odier International S.A.

Pictet International Ltd.

Soditic (Jersey) Limited

April, 1985



## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## CORPORATE FINANCE

## Nestle buys abroad but borrows at home

BY JOHN WICKS IN ZURICH

ALTHOUGH it is Switzerland's biggest company, Nestle has just made its first appearance on the Swiss bond market. Last week it successfully borrowed SwFr 300m (\$113.3m) in the form of eight-year warrant bonds, issued at par with a coupon of 9.95 per cent—below the rate of inflation.

The warrants attached to every three of the SwFr 1,000 bonds entitle holders to buy one registered share of SwFr 100 nominal value between July 11 this year and December 15, 1993. The exercise price will be SwFr 3,500 until mid-December, 1986, and will then increase to SwFr 3,750. Last Friday, the Zurich Stock Exchange quoted Nestle's registered shares at a record price of SwFr 3,500.

On top of the SwFr 300m resulting from the actual bond issue, Nestle will raise at least a further SwFr 350m of equity

from the subsequent option deal.

The group's need for large sums of money arises from its ambitious acquisition programme. Last year, takeovers cost it SwFr 826m. This sum will be dwarfed in 1985. The purchase of Carnation in Los Angeles alone will cost \$3bn, quite apart from other recent acquisitions, including two San Francisco-based coffee roasters, Hills Brothers and MJB.

Nestle has already made clear that it does not intend to rely on its SwFr 6.3bn cash mountain to finance acquisitions.

Last year Dr Arthur Fueter, then chairman, warned that "the possibilities of acquiring attractive and promising businesses in our sectors are becoming more and more limited to companies or parts of companies of such a size that even our financial means, however substantial, would find themselves

excessively taxed." This was subsequently confirmed by the Carnation purchase.

At the end of last year, he consolidated balance sheet showed "cash in hand and at banks, securities and other deposits" of no less than SwFr 6.18bn, though last week's annual report for 1984 points out that a large part of available funds was used at the start of this year to buy Carnation.

As far as the new borrowing is concerned, the Swiss capital market is currently snapping up interesting new bonds with first-class addresses, even when they are as unusually large as last week's Nestle float. At the same time, Nestle obviously benefits from Switzerland's low coupon levels.

Yet these are not the main considerations for the company's market debut.

The 300,000 new registered

shares now waiting in the wings were issued last year as the third stage of a comprehensive operation to broaden the Vevey concern's capital base. This foresaw raising the share capital from just over SwFr 285m to SwFr 330m and approving the creation of bearer participation certificates worth up to one month of share capital.

The issue of the 300,000 registered shares without drawing rights was intended to "guarantee option or conversion rights or for other purposes in the company's interest."

They also had another purpose. Although the new category of equity is without voting rights, the introduction of the bearer certificates—the first block of which was issued last autumn—could have resulted in a reduction of the Swiss majority stake in overall capital to below what Nestle considered an acceptable level.

"For this reason it seems advisable to issue a corresponding number of registered shares," Dr Fueter said at the 1984 shareholders' meeting. "This could be done through options and convertible bonds," he added, "since the Swiss share capital market is relatively modest and the direct raising of relatively large funds can hardly be accomplished in a reasonable time."

The point is that registered shares, as their name suggests, are entered into a register. The Nestle statutes, like those of many other Swiss companies, lay down that the board has the say as to whose name may be registered as a holder. With a very few exceptions, all owners of registered shares are Swiss. Apart from the desired broadening of Nestle's capital base, the current deal will thus offset any excessive foreign stake in its equity.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
<b>U.S. DOLLARS</b>							
Midland Bank (a)†	750	1992	7	11½	100	S. Montagu	11.500
Sanofi Int. Fin. ‡	100	1992	7	11½	100	Chase Manhattan	11.500
Credito Italiano (a)†	100	1992	7	11½	100	Montagu	11.500
Caracas ‡	100	2000	15	10½	98½	Orion Royal Bank	10.800
AMS (a)†	300	2000	15	10½	98½	CSFR	11.500
American Int. Corp. §	50	1995	10	11½	99½	Montagu	11.500
Korea First Bank (a)†	100	1992	7	11½	99½	Montagu	11.500
CSX ‡	100	1995	10	11½	100	Montagu	11.500
Gibson ‡	100	1995	10	11½	100	Montagu	11.500
<b>CANADIAN DOLLARS</b>							
Shell Canada ‡	75	1992	7	11½	100½	Wood Gundy	11.197
Canadian Nat. Bank ‡	100	1993	8	11½	100	Salomon Brothers	11.375
City of Montreal ‡	75	1995	10	11½	100	Societe Generale	11.500
<b>AUSTRALIAN DOLLARS</b>							
Westpac Banking ‡	40	1988	3	13½	100	Orion Royal Bank	13.500
Arco Fin. Services ‡	35	1990	5	14	100½	Salomon Brothers	13.927
<b>D-MARKS</b>							
Commerzbank ‡	300	1995	10	8	98	Commerzbank	7.777
Commerzbank ‡	300	2000	15	8	98½	Commerzbank	7.963
DB ‡	200	1997	12	7½	99½	Commerzbank	7.407
<b>SWISS FRANKS</b>							
Yokohama Spec. & Com. **†	70	1990	—	3½	100	UBS	3.375
Basel Corp. ‡	150	1995	—	6½	100	Societe	6.250
Yokohama Spec. & Com. **†	50	1990	—	3½	100	UBS	3.375
Yokohama Spec. & Com. **†	50	1990	—	5½	98½	UBS	5.784
Yokohama Spec. & Com. **†	100	1990	—	1½	100	UBS	4.500
Yokohama Spec. & Com. **†	200	1997	—	(8)	100	Societe	—
Yokohama Spec. & Com. **†	100	1993	—	(5½)	100	Yokohama	—
Yokohama Spec. & Com. **†	100	1993	—	1½	100	Yokohama	—
Yokohama Spec. & Com. **†	50	1990	—	(3½)	100	Yokohama	—
Yokohama Spec. & Com. **†	40	1990	—	5½	98½	UBS	5.784
Yokohama Spec. & Com. **†	30	1990	—	(5½)	100	UBS	5.784
Yokohama Spec. & Com. **†	150	1994	—	10½	100½	UBS	6.681
Yokohama Spec. & Com. **†	50	1994	—	8½	100	UBS	5.280
Yokohama Spec. & Com. **†	50	1995	—	8½	100	UBS	5.280
Yokohama Spec. & Com. **†	30	1990	—	5½	100	UBS	5.784
<b>ECUs</b>							
Yokohama Spec. & Com. **†	150	1990	—	5	100	Salomon Brothers	—
Yokohama Spec. & Com. **†	75	1993	—	5	100	Salomon Brothers	—
Yokohama Spec. & Com. **†	32	1992	—	7½	98½	CCF	6.825
Yokohama Spec. & Com. **†	40	1992	—	7	98½	CCF	6.825
Yokohama Spec. & Com. **†	20	1995	—	10	9½	CCF	6.825
Yokohama Spec. & Com. **†	24.5	1993	—	9	9½	CCF	6.825
<b>GULDER</b>							
Yokohama Spec. & Com. **†	200	2000	10½	8	98½	Amf	7.624
Yokohama Spec. & Com. **†	50	1994	—	7½	98½	Amf	7.624
<b>NORWEGIAN KRONER</b>							
SAS	200	1993	—	8	(18½)	Christiansen Bank	—
<b>YEN</b>							
Yokohama Spec. & Com. **†	300	1995	—	7.3	99½	Nikko Secs.	7.372

\* Not yet priced. ‡ Final terms. \*\* Private placement. § Convertible. † Floating rate note. ‡ With equity warrants. § Dual-Currency. (a) 100% over the issue. (b) 100% over the issue. (c) 100% over the issue. (d) 75% over the issue. (e) 75% over the issue. (f) 75% over the issue. (g) 75% over the issue. (h) 75% over the issue. (i) 75% over the issue. (j) 75% over the issue. (k) 75% over the issue. (l) 75% over the issue. (m) 75% over the issue. (n) 75% over the issue. (o) 75% over the issue. (p) 75% over the issue. (q) 75% over the issue. (r) 75% over the issue. (s) 75% over the issue. (t) 75% over the issue. (u) 75% over the issue. (v) 75% over the issue. (w) 75% over the issue. (x) 75% over the issue. (y) 75% over the issue. (z) 75% over the issue. (aa) 75% over the issue. (ab) 75% over the issue. (ac) 75% over the issue. (ad) 75% over the issue. (ae) 75% over the issue. (af) 75% over the issue. (ag) 75% over the issue. (ah) 75% over the issue. (ai) 75% over the issue. 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All of these Securities have been offered outside the United States.  
This announcement appears as a matter of record only.



New Issue / April, 1985

£40,000,000

## McDonald's Corporation

10 7/8% Notes Due April 17, 1990

Kleinwort, Benson Limited

Salomon Brothers International Limited

Merrill Lynch Capital Markets

Amro International Limited

BankAmerica Capital Markets Group

Bankers Trust International Limited

Barclays Bank Group

Bayerische Vereinsbank Aktiengesellschaft

Credit Suisse First Boston Limited

Daiwa Europe Limited

Dresdner Bank Aktiengesellschaft

First Chicago Limited

Hill Samuel & Co. Limited

Morgan Guaranty Ltd

Morgan Stanley International

Nomura International Limited

PaineWebber International

Société Générale

Société Générale de Banque S.A.

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

S.G. Warburg & Co. Ltd.

All of these Securities have been offered outside the United States.  
This announcement appears as a matter of record only.

New Issue / April, 1985

U.S. \$150,000,000

## New South Wales Treasury Corporation

(A statutory corporation constituted by the Treasury Corporation Act, 1983, of New South Wales)

11 1/4% Guaranteed Bonds due 1990

Payment of principal and interest unconditionally guaranteed by

## The Crown in Right of New South Wales

Salomon Brothers International Limited

Merrill Lynch Capital Markets

Morgan Stanley International

State Bank of New South Wales

Banque Bruxelles Lambert S.A.

Credit Suisse First Boston Limited

Deutsche Bank Aktiengesellschaft

IBJ International Limited

Nomura International Limited

Orion Royal Bank Limited

Union Bank of Switzerland (Securities) Limited

S. G. Warburg & Co. Ltd.

Yamaichi International (Europe) Limited

Algemene Bank Nederland N.V. Banca del Gottardo BankAmerica Capital Markets Group Bank Gutzwiller, Kurz, Bungener (Overseas)

Bank Leu International Ltd Bank of Tokyo International Bank Générale du Luxembourg S.A.

Banque Internationale à Luxembourg S.A. Banque Nationale de Paris Banque Paribas Capital Markets

Bayerische Landesbank Girozentrale Chemical Bank International Limited PK Christiania Bank (UK) Limited

Citicorp Capital Markets Group Commerzbank Compagnie de Banque et d'Investissements, CBI. County Bank

Crédit Lyonnais Dai-ichi Kangyo International Oahu Europe Dominion Securities Pitfield Limited Enskilda Securities

Die Erste Österreichische Spar-Casse - Bank Girozentrale und Bank der österreichischen Sparkassen Goldman Sachs International Corp.

Great Pacific Capital SA Hill Samuel & Co. E. F. Hutton International Inc. Kidder, Peabody International Kleinwort, Benson

Kjøbenhavns Handelsbank Kredietbank N.V. Lloyds Bank International LTCB International Manufacturers Hanover

McLeod Young Weir International Mitsubishi Finance International Limited Mitsui Finance International Limited

Morgan Grenfell & Co. The Nikko Securities Co., (Europe) Ltd. Nippon Credit International (HK) Ltd. Sal. Oppenheim jr. & Cie.

Österreichische Länderbank Pierson, Holding & Pierson N.V. Prudential-Bache Securities International L. F. Rothschild, Unterberg, Towbin

N.M. Rothschild & Sons Sallama Bank (Europe) S.A. Schweizerische Hypotheken- und Handelsbank Sumitomo Finance International

Sumitomo Trust International Limited The Taiyo Kobe Bank (Luxembourg) S.A. Tokai International Limited

Vereins- und Westbank Wardley Westdeutsche Landesbank Girozentrale

Dean Witter Capital Markets-International Wood Gundy Inc. Yasuda Trust Europe

These Securities have not been offered in Canada in contravention of the securities laws of any province or territory thereof, and all of these Securities have been offered outside the United States.  
This announcement appears as a matter of record only.

New Issue / April, 1985



Can. \$100,000,000

## Canadian National Railway Company

(Wholly owned by the Government of Canada)

12 1/2% Notes Due April 15, 1995

Salomon Brothers International Limited

McLeod Young Weir International Limited

Orion Royal Bank Limited

Banque Bruxelles Lambert S.A.

CIBC Limited

Credit Suisse First Boston Limited

Deutsche Bank Aktiengesellschaft

Dresdner Bank Aktiengesellschaft

Samuel Montagu & Co. Limited

Société Générale de Banque S.A.

Swiss Bank Corporation International Limited

Union Bank of Switzerland (Securities) Limited

S. G. Warburg & Co. Ltd.

Wood Gundy Inc.

Algemene Bank Nederland N.V. Banca Commerciale Italiana BankAmerica Capital Markets Group Bank Gutzwiller, Kurz, Bungener (Overseas)

Bank Mees & Hope NV Bank of Tokyo International Bank J. Vontobel & Co. AG Bankers Trust International

Banque Générale du Luxembourg S.A. Banque Indosuez Banque Internationale à Luxembourg S.A. Banque Nationale de Paris

Banque Populaire Suisse SA Luxembourg Banque Worms Barclays Bank Group Bayerische Hypotheken- und Wechsel-Bank

Bayerische Landesbank Girozentrale Bayerische Vereinsbank Berliner Handels- und Frankfurter Bank Burns Fry

Chemical Bank International Limited Citicorp Capital Markets Group Compagnie de Banque et d'Investissements, CBI. County Bank

Crédit Commercial de France Crédit Industriel et Commercial Crédit Lyonnais Credifanstalt-Bankverein Dai-ichi Kangyo International

Daiwa Europe Den Danske Bank Den norske Creditbank Deutsche Girozentrale Deutsche Kreditbank Deutsche Sparkassenbank

Dominion Securities Pitfield Limited Enskilda Securities Die Erste Österreichische Spar-Casse - Bank European Banking Company

First Chicago Fuji International Finance Genossenschaftliche Zentralbank AG Vienna

Girozentrale und Bank der österreichischen Sparkassen Goldman Sachs International Corp. Great Pacific Capital SA Hambros Bank

Hessische Landesbank Hill Samuel & Co. IBJ International Kleinwort, Benson Kredietbank S.A. Luxembourggoise

Kyowa Bank Nederland N.V. Lévesque, Beaubien Inc. Lloyds Bank International LTCB International Manufacturers Hanover

Midland Doherty Limited Mitsubishi Finance International Limited Nippon Finance International Limited Morgan Grenfell & Co.

Morgan Guaranty Ltd Morgan Stanley International Nesbitt Thomson The Nikko Securities Co., (Europe) Ltd.

Nippon Credit International (HK) Ltd. Nomura International Norddeutsche Landesbank Sal. Oppenheim jr. & Cie.

Österreichische Länderbank PaineWebber International Pierson, Holding & Pierson N.V. PK Christiania Bank (UK) Limited

Prudential-Bache Richardson Greenshields of Canada (U.K.) Limited N.M. Rothschild & Sons Sallama International Limited

Shearson Lehman Brothers International Smith Barney Harris Upham & Co. Société Générale Svenska Handelsbanken Group

Swiss Volksbank Toronto Dominion International Limited Vereins- und Westbank Westdeutsche Landesbank Girozentrale

Dean Witter Capital Markets-International Yamaichi International (Europe)

All of these Securities have been offered outside the United States.  
This announcement appears as a matter of record only.

New Issue / April, 1985

U.S. \$100,000,000

## Taiyo Kobe Finance Hongkong Limited

(Incorporated with limited liability in Hong Kong)

11 7/8% Guaranteed Notes Due 1990

Guaranteed as to payment of principal and interest by

## The Taiyo Kobe Bank, Limited

(Kabushiki Kaisha Taiyo Kobe Ginko)

(Incorporated with limited liability in Japan)

The Taiyo Kobe Bank (Luxembourg) S.A. Salomon Brothers International Limited

Morgan Guaranty Ltd

Shearson Lehman Brothers International

BankAmerica Capital Markets Group

Chase Manhattan Capital Markets Group

Chemical Bank International Limited

Citicorp Capital Markets Group

Crédit Commercial de France

Crédit Lyonnais

Daiwa Europe Limited

Goldman Sachs International Corp.

Hambros Bank Limited

Kleinwort, Benson Limited

Manufacturers Hanover Limited

Merrill Lynch Capital Markets

Samuel Montagu & Co. Limited

Morgan Stanley International

The Nikko Securities Co., (Europe) Ltd.

Nomura International Limited

Svenska Handelsbanken Group

Swiss Bank Corporation International Limited

Toyo Trust International Limited

Yamaichi International (Europe) Limited







## Upward tendency for gold market

"Will gold ever resume its former glory?" ask bullion dealers. The answer to the rhetorical question is "History suggests that the long bear market will not immediately be replaced by rampant bullism. A period of consolidation is much more likely, but the general tendency should be upwards."

They support "the assumption that it is time to take a more positive view of gold" with the feeling that the U.S. dollar has peaked against a background of pointers to a slowing down in the country's economy, as a consequence inflation is likely to pick up.

Samuel Montagu also believes that at the lower dollar price levels there is sufficient physical demand to absorb coming increases in gold production. They also feel that the major disinflation in the metal seen during recent years has run its course.

Concern remains about the debt position of many lesser developed countries, but it is considered that the prospect of wholesale dumping of the metal by them has receded. However, the prospect of possible damage to their debts to the financial system, particularly in the U.S., remains.

The next major review of gold will be coming along on May 25 when Consolidated Gold Fields is due to publish its highly regarded annual survey of the subject, "Gold 1985" by Louise du Boulay.

## TR Technology net assets rise by 11.5% and revenue over £4m

TR Technology Investment Trust raised net asset value per 25p share, by 11.5 per cent in 1984-85 from 108.3p to 121.9p after deducting prior charges at par. Net revenue climbed from £3.73m to £4.1m for the year to March 31. Stated earnings per 25p share were up 0.17p to 1.83p and a final dividend of 1.22p makes a total of 1.72p, against an adjusted 1.65p.

Total income increased from £8.44m to £10.38m. Debt interest payable was up sharply from £1.45m to £2.85m. Administration expenses took £879,000 (£844,000) and tax charge was £2.53m, against £2.62m.

The geographical spread of investments was: U.S. 46 per cent, UK 35 per cent and Japan 15 per cent. A change in emphasis from Japan to the U.S. reflected a belief that the Japanese market in general, and particularly technology stocks, appeared to be overvalued.

Therefore, £15m was switched to the U.S. to take advantage of the depressed market in smaller technology companies. In February this year, the Berkeley Consulting Group, which represents the company's largest investment, achieved a full quotation on the London Stock Exchange in the name of Berkeley Technology. TR Technology sold part of its holdings and Berkeley raised approximately

\$44m of new capital for investment on its own account. As a result, TR Technology's holding in Berkeley has been reduced from 40 per cent to 16.4 per cent of the equity, but the company intends to retain the close relationship.

Further action was taken on currency early in March with the purpose of protecting the account from a fall in the dollar. £12m was borrowed for 18 months at 12½ per cent, the dollars were sold at \$1.07 and approximately £15m invested in UK Government stocks. As a result, there is now virtually no revenue exposure to the dollar while the capital account exposure has also been reduced.

Five Regional Council £1m; Hammersmith and Fulham £2.5m; Cumnock and Doon Valley District Council £0.5m.

Net assets attributable to all shareholders equity of the Berry Pacific (Sterling) Fund at March 31 1985, amounted to £31.75m, compared with £33.34m a year earlier. Net income for the year totalled £282,704 (£270,329).

Aldcom International's subsidiary Allied International Designers has signed a joint venture agreement with Intraco, the major SE Asia based trading organisation. Under the agreement Intraco will acquire a shareholding of 20 per cent in Allied International Designers Singapore.

Yearling bonds totalling £5m at 12½ per cent, redeemable on May 14 1986, have been issued by the following local authorities: Eastleigh (Borough of) £1.25m; Medway BC £0.5m; St Helens Metropolitan BC £0.5m; stated at 0.72p (1.45p). There is no dividend for the year.

Dualvest had a net asset value of £13.10 at end-March 1985, compared with £10.88 a year earlier. The final dividend is lifted from 4.36p to 5.26p, bringing the total for the year to 9.86p (£4.76p). Stated earnings per 50p income share rose from 8.47p to 9.93p.

Net revenue of this investment trust improved to £388,000 (£373,000). Tax took \$428,000 (£372,000).

Turnover slipped from £53.512 to £41.858. After tax at £13,336 (£39,437) earnings per share are

## Good start made by Church in current year

Mr I. B. Church, chairman of Church & Co, told shareholders at the AGM that the year had started well and the factories were still "exceedingly busy". Retailing in the UK was much better than the first quarter of 1984, while overseas, Canada had better retail sales and had a good Government order for shoes.

In the U.S., sales had not shown the same growth as in the first quarter of 1984, but Mr Church considered them to be satisfactory.

Church had just opened a new shop in Boston and a new shop will also open in Atlanta in June or early July, he said.

## Fundinvest improvement

Net asset value per 25p capital share of Fundinvest increased to 379.6p as at March 31 1985, against 383.5p six months earlier.

Pre-tax revenue for the six months improved from £375,000 to £411,000. After tax of £129,000 (£114,000) stated earnings per 25p income share were 2.26p, against 2.07p. The net interim dividend is up from 2.07p to 2.26p—last year's final was 3.03p.

Dividends and interest received was little changed at £382,000 (£383,000). Deposit interest added £75,000 (£59,000) and underwriting and other commissions came to £12,000 (£8,000). Expenses and interest were unchanged at £55,000.

SCRIMGEOUR, KEMP-GEE & CO.

and

VICKERS da COSTA (U.K.) LTD.

(both Members of The Stock Exchange)

wish to announce that as from today,

Monday, 13th May, 1985,

the merger of the two firms is effective.

Citicorp International Bank Limited is a 29.9% limited partner in the new firm which will be trading as

SCRIMGEOUR VICKERS & CO.

Head Office: 20 Copthall Avenue, London EC2R 7JS

Tel: 01-800 7595. Telex: 885171

Branch Offices: Jersey, Worthing, Yarm.

Scrimgeour Vickers & Co. will be working closely with VICKERS da COSTA LTD.

Head Office: Regis House, King William Street, London EC4R 9AR

Tel: 01-623 2494. Telex: 886004

Branch Offices: Hong Kong, Tokyo, Singapore, Taiwan, Guernsey, Philippines.

Assoc. Co: New York & Los Angeles.



U.S. \$20,000,000  
Bearer Depositary Receipts  
representing undivided interests in a  
Floating Rate Deposit finally due 1986

C. A. Cavendes

Sociedad Financiera

(Incorporated with limited liability in the Republic of Venezuela)

evidenced by consecutive three month Certificates of Deposit

Notice is hereby given pursuant to the

Terms and Conditions of the Bearer Depositary Receipts

(the "BDRs") that for the three months from

13th May, 1985 to 13th August, 1985

the BDRs will carry an interest rate of 8½% per annum.

On 13th August, 1985 interest of U.S.\$22.84 will be

due per U.S.\$10,000 BDR and U.S.\$228.40 will be

due per U.S.\$10,000 BDR for Coupon No. 24.

European Banking Company Limited

(Agent Bank)

13th May, 1985



U.S.\$15,000,000.00

UNITED MIZRAHI INTERNATIONAL INVESTMENTS NV

Guaranteed Floating Rate Notes 1986

For 14/5/85 to 14/11/85

the notes will

interest rate of 9% per annum.

Coupon Value U.S.\$60.00

Listed on The Stock Exchange, London

THE NIPPON CREDIT BANK (CURAÇAO) FINANCE N.V.

US\$30,000,000

Guaranteed Floating Rate Notes due 1987



Payment of the principal of, and interest on, the

Notes is unconditionally and irrevocably guaranteed by

THE NIPPON CREDIT BANK LTD.

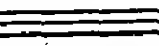
(Kabushiki Kaisha Nippon Saiken Shinryo Ginko)

In accordance with the provisions of the Agent Bank Agreement between the Nippon Credit Bank (CURAÇAO) Finance N.V. and Citibank, N.A., dated February 4, 1980, notice is hereby given that the Rate of Interest has been fixed at 8½% p.a. and that the interest payable on the relevant Interest Payment Date, August 13, 1985, against Coupon No. 22 will be US\$111.01.

May 13, 1985, London

By: Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK



US\$100,000,000

Merrill Lynch Overseas Capital N.V.

(Incorporated with limited liability in the Netherlands Antilles)

Guaranteed Floating Rate Notes due 1987

Unconditionally Guaranteed by

Merrill Lynch & Co., Inc.

In accordance with the terms and conditions of the above-mentioned Notes and Fiscal Agency Agreement dated as of April 15, 1981, between Merrill Lynch Overseas Capital N.V., Merrill Lynch & Co., Inc., and Citibank, N.A., notice is hereby given that the Rate of Interest has been fixed at 8½% p.a. and that the interest payable on the relevant Interest Payment Date, August 13, 1985, against Coupon No. 17 in respect of US\$5,000 nominal of the Notes, will be US\$109.41.

May 13, 1985, London

By: Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK



# RUGBY CEMENT

## Strong performance from overseas interests



Mr Maurice Jenkins, Chairman

• 14.9% increase in pre-tax profits

• Important acquisition in the U.S.A.

### FROM THE CHAIRMAN'S REVIEW

In 1984 our Company showed a 14.9% increase in pre-tax profits over 1983. That this was achieved despite a fall in profits in the U.K. cement division underlines the strength of our growing and developing overseas interests. The U.K. cement division, which enjoyed a modest volume gain, endured a third year without a price increase and in 1984 suffered substantial additional costs, in part arising from the coal miners' strike, resulting in reduced profitability. This was offset by a recovery at Rom River Placiscip Limited, strong performance from our Australian and American cement interests, and a first time, four months', contribution from the Addison Corporation in the U.S.A.

The outlook for the current year is mixed. Our U.K. operations suffered a poor start. The adverse impact of the severe weather conditions, which particularly affected our major market areas, may be reversed by the end of the year, but the profit contribution to our first half results will inevitably be affected. However, prospects for the second half were improved by the announcement, in March, of a U.K. cement price increase averaging 4½% from 1st June. This increase, which is even below the current rate of inflation, is extremely modest in size after a three and a half year freeze.

We expect another year of good performance in their local currencies from our overseas cement interests, both in Australia and the U.S.A., and from the Addison Corporation.

The acquisition, on 31st August, of the Addison Corporation, based in Atlanta, Georgia, provided a highlight for 1984. That company is involved in the wholesale distribution of joinery products to the building industry. The Addison Corporation is our first wholly-owned subsidiary in the U.S.A. and the venture builds on the experience of the American market which we have gained through our related companies involved in the American cement industry. We perceive further growth possibilities for the Corporation and we are encouraged that, subsequent to

the acquisition, four additional locations have been acquired; these will increase trading activities by over 50%.

The acquisition of Addison continues the Group's policy of seeking attractive areas for expansion, both in the U.K. and overseas in countries with good prospects of political stability and economic growth, and in products where our knowledge of the market or our technical skill is beneficial.

In recent years our Company has carried out a substantial investment programme in modernising its U.K. cement plants. We have also made three investments in the U.S. cement industry resulting in a one third share in a group with current production capacity of 2.3m tonnes per annum. We continue to examine opportunities to acquire further overseas cement interests particularly in the U.S.A., but we believe the high prices being asked for U.S. cement operations, which reflect the vigorous growth which has occurred in that market, are less likely to offer attractive returns to our Company at the present time. We also

review regularly and frequently the return available from further major modernisation projects on U.K. cement plant. No such project is presently contemplated, but we see opportunities for relatively low levels of further investment which will yield good returns from raising further the efficiency of existing plant. We are also continuing to seek to add to our interests by the acquisition of building industry related activities in the U.K. and overseas.

My sincere thanks go to all the Group's employees, both at home and overseas, for a successful year in 1984.

*Maurice Jenkins*

SALIENT FIGURES	1984	1983
Turnover	£'000	£'000
United Kingdom	148,679	138,587
Overseas	51,302	28,406
	199,981	167,993
Trading profit		
United Kingdom	15,332	16,864
Overseas	9,287	5,889
	24,619	22,853
Net interest and investment income	(521)	335
Related companies	3,689	992
Profit on ordinary activities before taxation	27,787	24,180
Taxation	9,804	7,248
Profit on ordinary activities after taxation	17,983	16,934
Earnings per share	14.5p	13.8p
Total Dividend per share	6.2p	5.8p

The salient figures are an abridged version of the Company's accounts which received an unqualified auditors' report and will be filed with the Registrar of Companies.

Copies of the Report and Accounts containing the full review by the Chairman can be obtained from the Secretary, The Rugby Portland Cement P.L.C., Crown House, Rugby.



# Montpellier, France's exceptionally gifted city.

## Gifted in medical and pharmaceutical research.

In Montpellier, the public and private sector share the learning process, comparing results and exchanging know-how to mutual advantage. Major companies like SANOFI, BRISTOL-MYERS and ELSOCC have benefited from the region's concerted research activities.

## Gifted in agricultural research.

In the year 2000 it is estimated that four out of five people in the world will go hungry: reason enough for Montpellier to have become the world's leading research centre in tropical agronomy and a source of hope for Africa and the Third World countries.

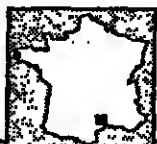
## Gifted in research in electronics and advanced technology.

Montpellier has scored high in this sector by attracting the international "giant" I.B.M. and more recently INTERTECHNIQUE. This has led to the development of a vast network of subcontractors and a highly effective infrastructure to support the numerous national research centres.

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## ...and talented in all the arts.

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Montpellier-France

## THE WEEK IN THE COURTS

### When guilty intent is not a crime

THE criminal law has long been the Cinderella of the English legal system as far as jurisprudence is concerned, although the part it plays within the system has been not so much despised by our legal luminaries as disdainfully ignored.

With the notable exceptions of such unlikely Prince Charmings as Mr Justice Stephen in the last century and Lord Devlin in the present one, English judges have appeared anything but eager to conduct a juristic courtship with either the administration of criminal justice or the substantive criminal law.

This is, in part, explicable by the absence until the beginning of this century of any appellate process and the very limited role of the House of Lords as the final court of criminal appeal until 1960. When the Law Lords did become involved in the act of hearing criminal cases of general public importance, their record of sound decision-making was patchy, to say the least.

Last week's decision in *Anderton v Ryan* will appear as a redemption for many past judicial sins. The Law Lords (with the notable dissent of Lord Edmund-Davies, a former chairman of the Criminal Law Revision Committee) held that where a person dishonestly handles goods in the belief that they are stolen goods, but these goods are in fact not stolen, that person is not liable to be convicted of attempting dishonestly to handle stolen goods contrary to Section 1 of the Criminal Attempts Act 1981.

In short, their lordships have said in effect that no one can be guilty of the crime of attempting to do what is legally impossible. If you cannot be guilty of the consummated offence of stealing, or of dishonestly handling stolen goods — you cannot be guilty of that crime.

If a man walks away with his own umbrella, from the umbrella stand, believing it not to be his own and with the intent to steal it, he commits no crime. Likewise, if a man has intercourse with a girl over 16 with her consent, believing her to be under age and therefore not able to give consent, no crime is committed.

The common feature of all these examples, including the facts of *Anderton v Ryan*, is that the accused's intention is a guilty one, but that his act is innocent.

It has long been a basic principle of the criminal law that no one shall be guilty of a criminal offence on account of any act or omission which

did not constitute a crime at the time it was committed. It would be contrary to that principle to find a person guilty of an attempt to do an act, by adjudging that person's attempt according to the law as that person thought it to be and not by the law as it is. The House of Lords in 1975 reaffirmed the basic principle in a case of an attempt to steal where stolen goods had been recovered and therefore ceased at the moment of restoration to be stolen goods.

There ensued considerable discussion whether that was a satisfactory state of affairs. There was a good deal of toing and froing between the Law Commission and the Home Office before parliament finally intervened in the Criminal Attempts Act 1981.

There was clearly one type of case where the law needed to be altered. Supposing a person sets out to rob a bank but is thwarted only by the fact that the police are waiting in ambush. But for police intervention, the robbery would have taken place.

Section 1(2) of the 1981 Act provides that a person may be guilty of attempting to commit an offence "even though the facts are such that the commission of the offence is impossible". That, clearly, was the case, such as the robbery example, where there was factual impossibility by police interception. But was the language of parliament apt to cover the case of legal impossibility? Most parliamentarians and some legal commentators thought parliament was covering both kinds of impossibility, legal and factual. The lower courts acted in accordance with that view. But, as Lord Bridge of Harwich said in *Anderton v Ryan*, it would be surprising to find that parliament, if intending to make such purely subjective guilt criminally punishable, should have done so by anything less than the clearest language.

Lord Roskill also thought that the draftsman of the Act had used language that fell a long way short of anything so drastic and far-reaching. He went on to proffer a redraft for future legislators. He suggested wording along the lines of "if a person does an act, which, if the facts were as that person believed them to be, would amount to an offence to which this section applies, he shall be guilty of attempting to commit that offence."

The only sure way of making a crime out of the attempt to do the legally impossible is for parliament to use some formula

such as "the law is to be taken as the defendant believes it to be." No legislature, one presumes, would ever do something so blatant because it would mean, for example, that a person could be charged (and presumably convicted) on an indictment alleging that he attempted to smuggle currency into the country, although there is no such offence known to the law.

The difficult case is where, unlike smuggling currency, there is a crime, such as smuggling or dealing in controlled drugs. There is in fact a case coming shortly before the House of Lords raising just such a problem. An accused was suspected of dealing in controlled drugs. He was arrested by Customs officers with a parcel that looked suspiciously like a package of drugs. When questioned he admitted that he believed he was acting as a courier for drug dealers.

When the contents of the package were examined they were found to be tea-leaves. He was charged with attempting to deal in controlled drugs.

Both that case and the facts of *Anderton v Ryan* must assume a crime before there can be an attempt to commit that crime. The relevant crime in *Anderton v Ryan* was handling stolen goods. To convict Mrs Ryan, the courts assumed a crime of handling stolen goods believed to be stolen. The House of Lords rejected the assumption. So presumably the tea-leaf carrier cannot be guilty of the crime of dealing in non-controlled drugs (ie tea-leaves) simply because he believed them to be controlled drugs.

There may be a case for altering the law to make such conduct an offence, but to do so the statute must delete the requirement that the goods must be stolen or must be controlled drugs, thus making the guilty intent the crime without more ado. Is that what parliament will do in the light of the judges' rejection that the 1981 Act has already achieved? Jurisprudentially, it is an unattractive proposition.

Justinian

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Interest on the Notes will cease to accrue on June 11, 1986. The June 11, 1986 coupons should be detached and presented for payment in the usual manner. The Notes will carry an interest rate of 10% per annum with a coupon amount of \$50.56.

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Trust Company  
180 John Street  
Corporate Trust Window  
Ground Floor  
New York, New York

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Trust Company  
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P.O. Box 3888, GPO Station  
New York, New York 10116

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Trust Company, Tokyo  
Manufacturers Hanover  
Trust Company, Frankfurt/Main  
The Long-Term Credit  
Bank of Japan, Ltd., London  
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Bank of Japan, Ltd., Tokyo  
Credit Lyonnais, Paris

Credit Lyonnais,  
Luxembourg  
Banque Paribas  
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## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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**Continued on Page 2**



**Closing prices, May 10**

continued on Page 28

## continued on Page 28

continued on Page 28**FINANCIAL TIMES**

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## OVER-THE-COUNTER

Nasdaq national market, closing prices, May 10

Stock	Sales (thous)	High	Low	Last	Chng	Stock	Sales (thous)	High	Low	Last	Chng	Stock	Sales (thous)	High	Low	Last	Chng	Stock	Sales (thous)	High	Low	Last	Chng
ABM	54	54	54	54	+	Bank	47	15	15	15	+	Colgate	56	14	14	14	+	DuPont	22	54	54	54	+
ACC	145	145	145	145	+	Barr	273	18	18	18	+	Colt	22	18	18	18	+	DuPont	240	270	270	270	+
AEC	3214	11	11	11	+	Barton	100	12	12	12	+	Colt	156	16	16	16	+	DuPont	136	20	20	20	+
AEL	10	25	24	25	+	Basin	232	263	24	25	+	Colt	156	16	16	16	+	DuPont	20	15	15	15	+
AEI	1055	15	15	15	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	88	52	52	52	+
AT&T	177	18	18	18	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
AT&T	177	18	18	18	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
AVM	20	10	10	10	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+
Avnet	216	21	21	21	+	Bayly	12	25	25	25	+	Colt	156	16	16	16	+	DuPont	20	53	53	53	+

**Continued on Page 29**

**CANADA**

**TORONTO**  
*Closing prices May 11*

[illegible]

## AUSTRIA

[illegible]

**AUSTRALIA**

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100

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## AMERICAN STOCK EXCHANGE CLOSING PRICES

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**MONTREAL**  
Closing prices May 1

[illegible]

1983  
High, Low

[illegible]

9,090	1,
1,980	1,
6,660	3,

[illegible]

1,993	High
1,650	
6,650	1.8
	8.93

[illegible]

NOTES:—Prices on this page are quoted on the individual exchange and are last traded prices. \* Deal suspended. x Ex dividend. y Ex issue.







**AUTHORISED  
UNIT TRUSTS**

Abbey Unit Tst. Mngrs. (a)

[illegible]

## FT UNIT TRUST INFORMATION SERVICE

<b>Equity Unit Trust Mgmt. Ltd.</b> 01-240 1322 J. Fisher (Invest.) Ltd. J. Fisher (Invest.)
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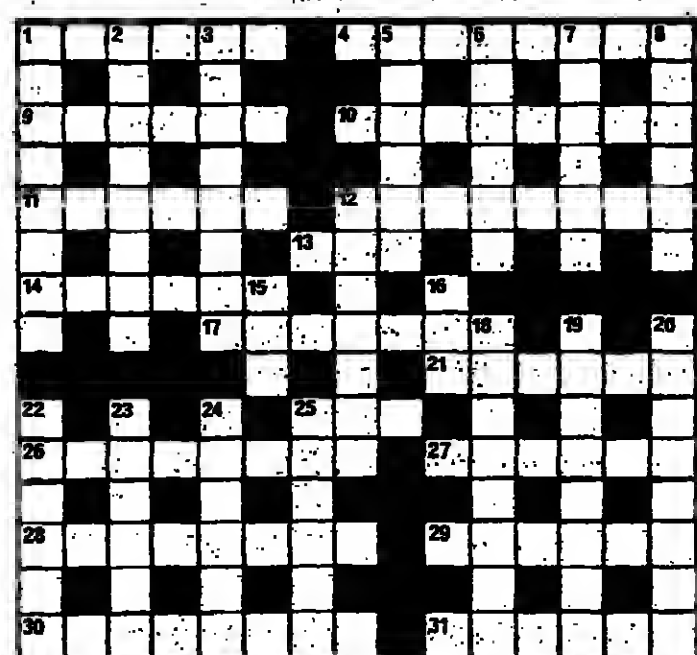
**F.T. CROSSWORD**  
**PUZZLE No. 5,716**

### ACROSS

- 1 Court card? (6)
- 4 Denied that profits help (8)
- 9 Mid-channel? (6)
- 10 Don't contact workers in their free time (5, 3)
- 11 Fights are things dogs enjoy
- 12 The rest of the players (4-4)
- 13 Early leaver (3)
- 14 Female is the first murder victim (6)
- 17 Richard's about to make a mistake with a boring set-up (7)
- 21 It limits the movement of stock (6)
- 25 Jelly fish? (3)
- 26 Meat for sale at a bargain price (8)
- 27 Released and spread around (6)
- 28 See 18 down
- 29 Vote is for Russian government (6)
- 30 Arrested, perhaps, and recovered tyres (8)
- 31 A negro made an ass of (8)

**DOWN**

- 1 As worn by a parachutist?  
(4, 4)
- 2 Team with genuine line-up  
of stars (8)
- 3 Sally in deep trouble when  
turned out (8)
- 5 Mount framing an artist in  
his element (6)



6 Small number take off clothing and fall asleep (3, 5)  
7 And so I became a fair man (6)  
8 Rude disturbance about very loud person who is incompetent (6)  
12 The rain disturbed the look-keeper (4-3)  
15 Member of a cricket side (3)  
16 A small court of law (3)  
18 and 28 across: Buy a paper-weight and save money? (4, 4, 3, 5)  
19 Fairy-tale prince given marching order (8)  
20 A small crocodile with a tear-drop perhaps (8)  
21 Better footballer? (6)  
22 Short notice (6)  
24 Old oil vessel in which I go for a sail (6)  
25 With a new clue I'd find the mathematician (6)

The solution to last Saturday's prize puzzle will be published with names of winners next Saturday.

## INSURANCES

[illegible]



## Money Market - Bank Accounts

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**"Recent Issues" and "Rights" Page 18**  
This service is available to every Company dealt in on Exchanges throughout the United Kingdom for a fee of £20 annum for each security.







## FINANCIAL TIMES SURVEY

With a striking uniformity that points to a common cause, national banking industries are undergoing radical changes.

## Bursting out of the traditional mould

By David Lascelles  
Banking Correspondent

WHEN Mr John S. Reed, the youthful new chairman of Citicorp rose to address his shareholders for the first time last month, he studiously avoided referring to the vast organisation in which they all had a stake as a bank.

It was, he said, a "financial services institution." The most elegant phrase he could have chosen. But anything less would have been surprising for a company that burst out of the traditional mould of a bank some time ago in its quest for new business, and today towers over every corner of the world financial markets.

Citicorp is a little exceptional, of course. But there is hardly a country these days where the question "what is a bank" has a simple answer. With a striking sameness that points to common causes, national banking industries are undergoing radical changes almost everywhere.

In places as different as the UK, Finland and Japan, financial markets are being opened up. In just about every country where the law allows it, banks are expanding into new businesses, like securities or insurance. And the last few countries outside the communist world that barred foreign banks, like Australia, Sweden and Norway, are letting them in.

Why this great upheaval? And where will it lead? Public attitudes towards banks are clearly changing. Many of these developments are the result of conscious decisions by governments to

deregulate banking markets. Their motives vary. Some, like New Zealand, see their banks as cossified institutions which need to be exposed to bracing competition. In others the pendulum has swung away from the view — widespread earlier this century — that banks were special and had to be protected by measures like interest rate ceilings (the U.S. and Austria, for example) and bans on non-bank competition.

But most of them recognise that new forces, like technology, are changing banks anyway, and that to stand in their way may only spell greater trouble. Thanks to machines and telephones, banks no longer need branches to reach their customers, and if they cannot transact a particular piece of business in one country, they can simply switch it to another.

In fact, technology may be the single most potent force for change. It is the universal ingredient, and the means through which banking has become the first market on which the sun never sets.

Behind change also lies the restless drive of the banks themselves — or at least of those who view regulation as a chafing constraint rather than a merciful relief from competition. In many countries, notably the U.S., banks want to be able to beat non-banking rivals who are encroaching on their territory, and take the battle forward on to the enemy's ground.

Ironically, the U.S., the source of most of the technological innovation in banking and home of the most articulate proponents of deregulation and change, is probably the country where actual change is occurring most slowly. The attitudes that threw up the strict post-Depression banking laws still

prevail, and if anything appear to have hardened in the wake of the multiple banking crises that have hit the country over the last year or two.

And if Australia is only now letting in foreign banks, it is worth recalling that there are still states in the U.S. — albeit remote ones — that do not admit outside banks, even American ones.

The inability of U.S. banks to create a nationwide market highlights the kind of inefficiencies that other countries are trying to rid themselves of. Canadian banks can clear a cheque between Vancouver and Montreal in hours. The same transaction between San Francisco and New York can take days if not weeks.

The fragmentation of the U.S. market does, however, prevent U.S. banks achieving a size where collectively they would dominate the world markets, and that in many people's view, may not be a bad thing.

Elsewhere, though, deregulation is acquiring its own momentum. The spectacular changes on the London market — encouraged by a Tory Government which favours self-regulation — has attracted so much interest from foreign banks that a country like Germany has had to start deregulating its own markets to compete.

One of the big questions is whether the deregulation of the Tokyo markets will unleash the Japanese financial institutions and set them on a world-conquering road like their counterparts in the steel, automobile and consumer electronics industries. This prospect is already disturbing banks, particularly in Europe.

Is a trade war in financial services looming? Certainly the steady move towards global



PART TWO: PART ONE APPEARED LAST TUESDAY

financial markets has turned the spotlight on barriers to trade in services (many of them have to do with access to communications, vital to banks), and many bankers want them eradicated at the next G7 (General Agreement on Tariffs and Trade) round, possibly next year. Already a lot of horse trading has been going on, particularly between the UK and the U.S. on one side, and Japan on the other over access to the Japanese markets, and reciprocal rights.

But the full implication of deregulation are still hard to grasp, if only because no one can be sure what a typical financial institution will look like in the year 2000.

Flushed with new prospects created by the removal of barriers, bankers must now decide which of the avenues they want to go down, and how

far. They will still be intermediaries between those with money and those who need it. But will they bridge the gap with loans, or securities or new products? And how should they price them?

At the same time they will increasingly become purveyors of ancillary financial services, where they will make their money from fees rather than interest margins. But what services should they provide that will not only make a profit but create opportunities for cross-selling or packaging? Might banks even hire out parts of the huge worldwide communications networks in which they have invested millions of dollars and go into the telecommunications business?

At what point does a bank stop trying to be all things to all men, and cultivate a specialist niche? Clearly the Cit-

icorp of this world aim to become the supermarkets. But you do not have to go too far down the world league to find banks like Swiss Bank Corporation and Lloyds talking of the futility of striving to be an all-rounder.

While technology may be a boon, banks are also discovering that its rewards can be disappointing. Cash machines, information systems, electronic clearing and the other big advances of the last ten years may have stemmed the rising tide of paper, payrolls and premises costs. But many bankers doubt that they have actually yielded the expected returns on the huge investment involved. The expensive cash management systems they offer their corporate customers are acknowledged to be loss leaders.

By their own admission, the

UK clearing banks' ambitious cashless shopping plan (250,000 check-out terminals by the end of the decade at an as yet uncalculable cost) might not even reverse the growth of cheques or credit card slips in the foreseeable future.

In a recent report detailing banks' disappointments with hi-tech, accountants Touche Ross said one of the greatest tasks facing bank executives is to lead technology, rather than be led by it.

Banking may have become an exciting business, but the challenges are enormous. The intriguing thing about Mr Reed's appointment to the world's biggest banking job at the age of 45 is that he will probably witness and strongly influence its greatest transformation by the time he reaches Citicorp's mandatory retirement age in 2005.

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● Statistical material for this survey was supplied by the Market Intelligence Department of the National Westminster Bank

## United Bank for Africa Limited

### —the most preferred bank for business with Nigeria

Many foreign banks, corporations, exporters and investors who have done business with Nigeria prefer to channel their transactions through United Bank for Africa. This preference is a testimony to the good services they have obtained from trained and seasoned staff in the specialised departments of our International Division in Lagos and our branches throughout Nigeria.

These services include information on business opportunities and credit, opening of Letters of Credit, processing of bills for collection, money transfers, advice and guidance on local regulations and customs and a lot more.

Through our New York Branch, our Representative Office in London, and our close links with over 200 major banks around the world, we are able to provide prompt assistance to organisations, government agencies, parastatals and private business - in their financial transactions in these centres. We are also well positioned to offer better service to business people, companies and banks who are considering doing business or investing capital in Nigeria and the West African sub-region.

It makes sound business sense to channel all your business in Nigeria through the United Bank for Africa - the most preferred bank for business in Nigeria.

UNITED BANK FOR AFRICA LIMITED BALANCE SHEET AS AT 31ST MARCH, 1984					
	1984	1983	1984	1983	
Liabilities March 31st	N'000	N'000	N'000	N'000	
Capital	75,000	70,000	Cash and Banks	1,669,947	1,450,495
Reserves	109,600	82,818	Investments	68,366	83,389
Deposits etc.	3,114,548	2,939,811	Loans & Advances	1,560,833	1,568,835
Cont'd Accounts	740,411	749,960	Cont'd Accounts	740,411	749,960
	<u>4,039,557</u>	<u>3,852,689</u>		<u>4,039,557</u>	<u>3,852,689</u>

N1 = US\$1.3359; S 0.9258; FF 10.5066

Over one hundred branches  
throughout Nigeria

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UBA



## World Banking 14

# The lid comes off a Pandora's box

**Technology**  
ALAN CANE

THE world's bankers are beginning to learn what mischief they have let loose in opening the Pandora's Box of electronic financial services. While they realise their competitiveness depends on mastery of the new technology, they are weighing the advantages against what they now clearly perceive as disadvantages.

Late last year, for example, the Bank for International Settlements, the central bankers' bank, commissioned a study of the effect of electronic banking on monetary policy.

The bank's seniors argued that electronic clearing of interbank transactions would make monetary control harder. There would be a bigger turnover of money on a smaller liquidity base.

They said that the proliferation of home banking terminals, allowing the public to seek out electronically the best rate of

return for their money would have implications for interest rate policy. And they warned that powerful security and validation procedures would be legally necessary to ensure that transactions were confirmed and attempts at fraud foiled.

Security and integrity of electronic transactions, in particular, has become a hot topic for international bankers as the full significance of the consequences of a failure in any of the existing or proposed new systems sink home.

Security of transmission is, of course, a key feature of the major banking message networks like, for example, SWIFT, the Society for World Interbank Financial Transactions. The scale of the problem can be measured by the fact that Swift connects over 1,500 banks in 39 countries around the clock.

And in the UK there is little doubt that IBM's ability to provide an encryption technique based on its own "Data Encryption Standard (DES)" has a lot to do with the decision of the clearing banks to entrust

the architecture of its Electronic Funds Transfer at the Point of Sale (EFTPOS) or cashless shopping to a combination of IBM and British Telecom, under the watchful eye of the computing services company CAPes project manager.

But the bankers' sudden awareness of how vulnerable their transmissions are to would-be fraudsters, and the like, has awakened a new interest in an area of banking technology hitherto seen chiefly as a French curiosity—the "smart" card.

This card, devised by one-time French journalist and inventor Roland Moreno, contains an entire computer—microprocessor, memory and input/output devices—within the dimensions of an ordinary bank card.

The theory is that it functions as an electronic cheque book. Charged with so many units of account, it is used in a special terminal on retailers' counters.

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Each time it is used to make a purchase, the total sum stored in the card is decremented by the value of the purchase. A complete record of all transactions is held both in the memory of the card and the memory of the terminal.

At the end of the day, the contents of the terminal's memory are transmitted over the telephone line to the retailer's bank. The card holder can check the amount left "in" the card and the transaction that have been carried out by inserting the card in a special "customer" terminal installed at the bank branch.

Such a system has a number of very secure features.

First, manufacturing a smart card is a very complicated process requiring high skills in microelectronic technology.

Conventional cards have magnetic stripes fused under a protective layer and bearing

three tracks each of which can be read by a banking terminal such as a service till (automatic teller machine or ATM).

Despite the development of techniques for writing identifying symbols on to the stripe using powerful magnetic methods, banks are continually anxious about counterfeiting. Recently, some financial organisations have begun to fix small holograms—laser created three-dimensional images—on the surface of their cards as an added security measure. Holograms were believed to be too difficult to create or copy for counterfeiters.

Within a few months of their launch, hologram companies had produced machines which could copy the holograms with very reasonable precision. But manufacturing a smart card requires an entirely different scale of manufacturing and investment.

Second, the card operates essentially "off-line"—in other words, there is no direct connection between the point-of-sale terminal and the central computer while the transaction is taking place. All the verification and authentication takes place in the point-of-sale terminal. No telephone line, vulnerable to tapping, is involved in the transaction.

Further, the smart card contains its own complete record of all transactions for which it has been used.

Compare this with the system proposed by the clearing banks for the UK (which can well serve as a model for the EFTPOS systems most advanced countries are beginning to install).

The customer uses a conventional magnetic stripe card which is read by the POS terminal. Electronic messages in a complex code fly backwards and forwards between the terminal

and the computer, and the card, after all, can dispense cash, take deposits, move money from one account to another, display account details and pay bills—all without human intervention.

It is already clear that people will willingly deal with a service till rather than a human teller. If technology can be used to make the operation of such machines even simpler, there is no reason why they should not become branch substitutes.

Already some companies are experimenting with paying their workers through service tills.

NCR, one of the leaders in the development of ATMs, has brought out a model incorporating a video disc player.

It can be used both to show the customer visually how to operate the machine—but also as a powerful marketing tool.

It is possible, for example, to show the customer how to make an investment through filmed sequences—with the additional bonus that actual examples can be calculated using figures supplied by the customer. Such a machine could effectively re-

place the insurance salesman, for example.

Diebold, the U.S. market leader in automated teller machines, is rapidly moving out into a wide range of point-of-sale situations, starting with petrol stations.

In the UK, the building societies are grouping together to share ATMs. Halifax has gone out on its own. Abbey National is part of the Link consortium, the Leeds Permanent has taken a leading role in the establishment of EFT.

From the bank branch in the street or office, it is only a short step to the bank branch in the home via a home computer or a modified videodata television set.

Most banks are waiting to see the results of a number of experiments in home banking now being conducted round the globe—Citibank and Chase Manhattan in the U.S., for example, the German banks and in the UK, Nottingham Building Society and the Bank of Scotland.

Taking the principle to its logical conclusion, Citibank is experimenting with a tiny terminal that can be carried in the pocket and plugged into a telephone to give the individual instant access to his bank account.

Wholesale banking is going through similar convulsions as the development of what is known as the treasurer's workstation—basically a personal computer which gives the corporate treasurer access to his accounts worldwide, makes it possible for him to move money from one account to another and to make payments.

At first, all these workstations could do was deliver reports. Now the race is to add all the bells and whistles that customers feel they need to help them in their business.

Mr Michael Gallagher, vice-president at Chase Manhattan responsible for electronic banking, said at the launch recently of new services for the Chase Global Microstation: "The real significance is not the number of modules but the flexibility in delivering financial services that Chase can offer."

Chase is a good example, in fact, of an advanced workstation. The new modules are treasury management, securities settlement and money transfer.

Perhaps most significantly, the workstation can receive SWIFT "940" statements, messages sent over the SWIFT network and passing details of customer's account from one bank to another and poll passing—software which allows users of the station to accept electronic banking transactions directly from other banks.

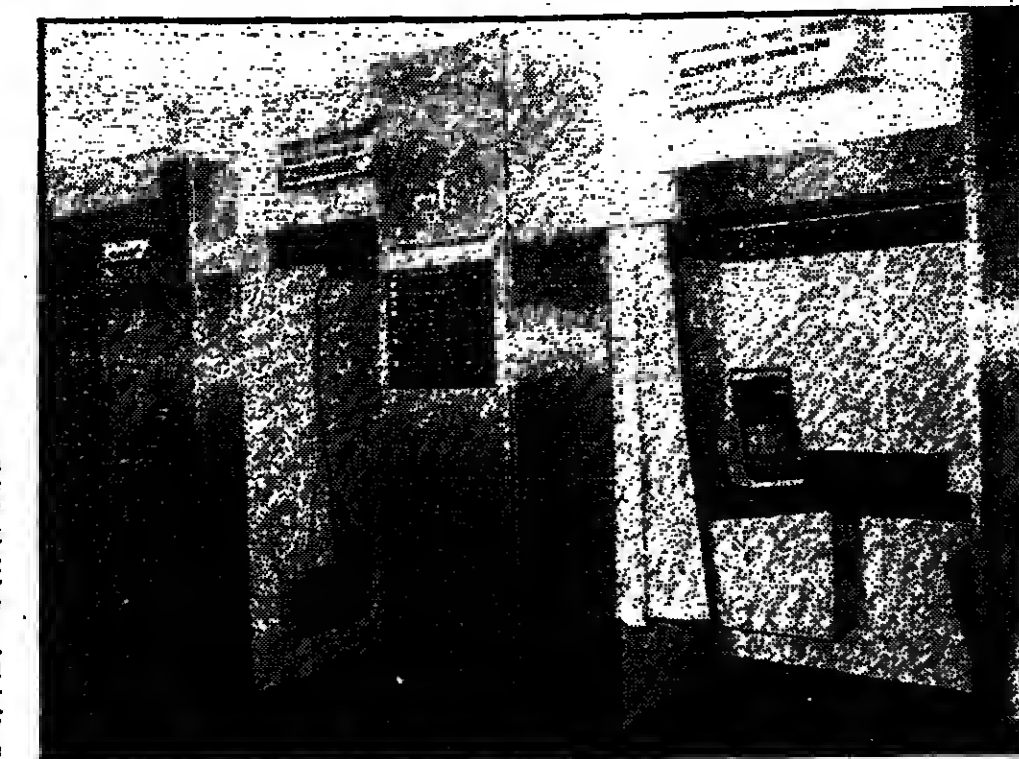
The world's banks are locked into electronics irrevocably. But the bankers are wondering in their plush dining rooms, if everything is not moving too fast, too soon—if the tail is not wagging the dog.

ship with an institution which already has experience there. The heyday of the growth of the consortium approach in the City was during the 1970s as the new markets developed. A total of some 16 consortium banks which are still extant in that form were set up during that period. In more recent years, however, the pattern has changed.

The big banks, and some of the smaller institutions as well, have perceived that they have outgrown the need for joint ventures and have the capacity now to develop their own individual international banking activities without sharing the risk (and the profit) with others.

The consequence has been that a number of banks which were hitherto involved in joint ventures have struck out on their own. At the same time, a number of former consortium operations have been bought out by one or other of their shareholders as a base for their international business.

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Automated banking area at the Basingstoke branch of National Westminster Bank

# Battle for business will centre on man in the street

MANY bankers agree that the big battles of the future will be fought for the business not of multinational companies or entire countries, but of the man in the street.

Retail banking, long the unfashionable, costly end of the business now takes up more and more of bankers' time and resources as they fight off predators and try to conquer new territories.

In March nearly 1,000 of them packed into the Montreux conference centre for the annual convention of EFMA, the bank marketing association, to view the latest gadgetry and swap hope and fears.

"Why is the retail customer so important? Because I suggest to you that he is the foundation of banking," said Mr Matthew Barrett, group executive in charge of domestic banking at Bank of Montreal in a keynote speech. "It is the strength and stability of our retail base that allows us to be major players in corporate and international banking."

Although the situation differs from one country to another, there is a surprising degree of similarity in retail banking markets around the world today. The common threads are:

● The encroachment on banking territory of non-banks eager to tap large and often badly served deposit markets. These are usually third-party institutions like building societies and savings banks. But increasingly the threat is from new quarters like retail stores: Sear's, Kmart and Marks and Spencer who are moving into the personal finance and credit card business. This has forced banks to retailise by offering better services, higher interest rates and new products. In the UK, banks have even extended their trading hours to hold their place in the high street market.

● The impact of new technology: cash machines, "smart cards", home banking all offer banks new ways of selling products and communicating with their customers. (One Belgian-made machine at the EFMA meeting automatically swapped sterling, dollar and DM notes into the equivalent in Belgian francs.) But the balance of cost and reward as far as the banks are concerned is still hard to discern because it is all so new, and many bankers have proved to be wary innovators. Are they just warding solutions looking for a problem? And one banker about some new electronic hardware.

● In many countries, the abolition of decades-old interest rate ceilings on deposits and loans has caused massive upheavals in banking markets. This has forced up bank costs with frequently damaging consequences. But at the same time, banks have been able to price realistically and expand the range of products they offer their retail customers.

● The blurring of demarcation lines in the financial services market through deregulation or sheer force of competition has permitted banks to move into new types of business, like insurance, stockbroking and real estate. But in practice banks are proving quite selective about entering new markets, and few have either the resources or the will to become financial supermarkets.

Retail banking does not appeal to everyone, of course. Big U.S. institutions like J.P. Morgan and Bankers Trust have concentrated on corporate and government business, and done very well by concentrating on bulk business where the margins may be slimmer, but the costs and complications smaller too.

Whether the magnetic stripe or the chip card emerges as the triumphant technology, the little square of plastic is capable of triggering everything from the international cash dispenser networks now being developed by organisations like Visa, MasterCard and Eurocheque, to the cashless shopping schemes planned in countries like the UK and France, and routine services like personal loans.

Without doubt, the demise of the bank branch and the spread of home banking terminals will one day come true, and bankers have to keep that in mind when they shape their strategies. Their more immediate preoccupation, though, is to provide an attractive service at a profit in a promising but highly competitive market.

But by contrast, aggressive banks like Citicorp (whose new chairman, John S. Reed, was specifically chosen for his skills in the retail market), see the combination of new technology and "market-blurring" providing them with a historic opportunity to reach a huge new clientele.

Whether the policy of trying to be all financial things to all men is the right one is still a matter of great debate. Certainly the idea of the "financial supermarket" seems to be losing some of its appeal as bankers get to grips with the costs and problems of providing an all-round service.

Increasingly, they talk of the need to segment markets carefully, to head profitability and have a clear idea of one's strengths. The mixed success of banks offering cash management accounts, credit cards, insurance and investment services has also prompted a certain caution.

Cross-selling—pushing insurance through bank branches, for example—is also easier said than done, particularly when it involves bank staff who are not used to it.

But new business and profitability are not the only attractions of retail banking. A major consideration remains the development and retention of a large retail deposit base. Not only does this, on the whole,

provide a bank with cheaper funds than the money market. It also tends to be less volatile, and reduces a bank's vulnerability to sudden swings of mood in the market.

Continental Illinois' troubles might well have been smaller if local bank laws had allowed it to expand its retail business. An awkward fact, these dangers clearly lies behind both Morgan's and Bankers Trust's efforts to rank among the best capitalised U.S. banks.

Apart from the spur of competition, the retail market does offer the most obvious opportunities for banks to expand their business. The next improvement in retail technology, say, replacing costly branch networks and staff with uncomplicated machinery, and hopefully cutting their costs. Cash dispensers are now standard equipment. The next improvement in retail technology, say, replacing costly branch networks and staff with uncomplicated machinery, and hopefully cutting their costs. Cash dispensers are now standard equipment. The next improvement in retail technology, say, replacing costly branch networks and staff with uncomplicated machinery, and hopefully cutting their costs. Cash dispensers are now standard equipment.

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# The bank of the results

Balance sheet 1984-1985 Financial year

On 30th March 1985 the Annual General Meeting of Cassa di Risparmio e Depositi di Prato approved the results for 1984, another year of solid success.

Financial highlights:	Lit. billion	increase over 31.12.1983
Total Assets	3.557	+20.87%
Total Deposits	2.801	+19.32%
Net Profit	23	+29.58%
Equity (after allocation of the profit)	210	+55.21%

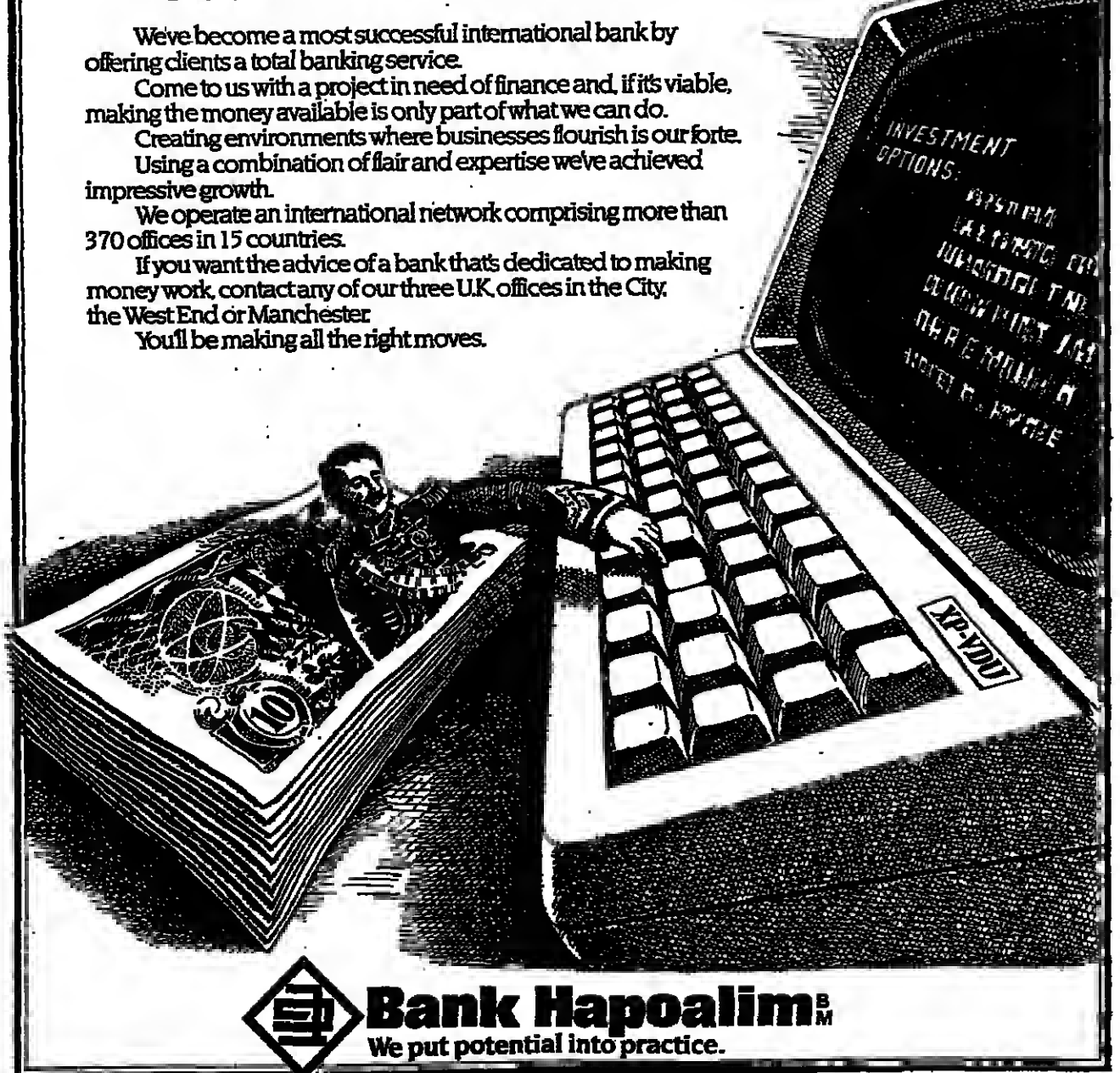


Reliance on facts

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Fax 57323 PRATO  
Florence Main Branch - Via Il Prato 56 - Tel. (55) 217921

# WE DON'T JUST MAKE MONEY AVAILABLE, WE MAKE IT WORK

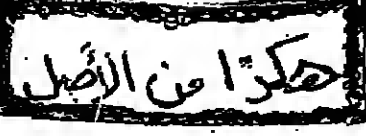
We've become a most successful international bank by offering clients a total banking service. Come to us with a project in need of finance and, if it's viable, making the money available is only part of what we can do. Creating environments where businesses flourish is our forte. Using a combination of flair and expertise we've achieved impressive growth. We operate an international network comprising more than 370 offices in 15 countries. If you want the advice of a bank that's dedicated to making money work, contact any of our three UK offices in the City, the West End or Manchester. You'll be making all the right moves.



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# Joint ventures still prove useful

**Consortium Banking**  
MICHAEL BLANDIN

THE CONSORTIUM or joint venture approach to international banking has reached maturity in London, where it has provided an important means for banks to develop experience. Nevertheless, it is evident that the concept is still proving useful to a number of banks which are still feeling their way on the international scene. Elsewhere in the world, particularly the middle and Far East, the joint venture approach is still being actively developed.

The reasons are clear. For banks with relatively little international experience, a partnership with other banks provides a method of spreading the risk and of building up a body of expertise. The need for such experience was particularly strong in London in the early days of the development of the Eurocurrency markets, and even very large banks found it useful to adopt the consortium approach. Moreover, it can be helpful when moving into a new market to have a partner-

ship with an institution which already has experience there. The heyday of the growth of the consortium approach in the City was during the 1970s as the new markets developed. A total of some 16 consortium banks which are still extant in that form were set up during that period. In more recent years, however, the pattern has changed.

The big banks, and some of the smaller institutions as well, have perceived that they have outgrown the need for joint ventures and have the capacity now to develop their own individual international banking activities without sharing the risk (and the profit) with others.

The consequence has been that a number of banks which were hitherto involved in joint ventures have struck out on their own. At the same time, a number of former consortium operations have been bought out by one or other of their shareholders as a base for their international business.

They have included some of the largest in the market: Orion, which once brought together some very large banks including National Westminster of Britain and Chase Manhattan of the U.S., was bought out by The Royal Bank of Canada. Midland and International Banks, the oldest (it was set up in

1984) went to Standard Chartered. Other recent moves have included: Nordic Bank being bought by Den norske Creditbank, with the other shareholders setting up their own operations in London; International Energy Bank went to Société Financière Européenne (itself a consortium based in Paris); London Interbank was bought out by the Danish Sparekassen SDG; Bank of Tokyo took effective control of Bank of Tokyo International (National Bank of Detroit was formerly a partner; and in the one instance where a joint venture has been wound up, the shareholders in Banque Française de Crédit International (Banque Internationale pour l'Afrique Occidentale and Crédit Commercial de France) decided to go their separate ways.

Yet these changes are an indication of the increased sophistication of the players in the international banking market rather than a general sign that the joint venture approach has outgrown its usefulness. Quite a few of the older-established consortia continue to thrive, notably those which have a specific regional emphasis such as European Brazilian, where even major banks find it helpful to be in partnership with others and with banks

from that region. As more of the specialised or regional banks from a variety of countries develop international aspirations they are finding it valuable to put toe in the water through joint ventures.

The Scandinavians, in particular, seem to find this route attractive. Recent arrivals in London representative office for six Scandinavian regional and Fennoscandia, a joint venture between Skopbank of Finland and Swedbank of Sweden. InaB group was set up by a group of Italian institutions, Banca Popolare di Milano, Banca Popolare di Torino and Credito Romagnolo. The Jordan Finance Consortium arrived on the scene last year, backed by the Jordanian government and a group of Jordanian financial institutions.

In its listing of foreign banks in London last November, The Banker identified a total of 27 consortium banks and joint ventures; they provided a foothold for 67 banks which had no other form of representation in London as well as a number which have their own operations. Sir John B. Hall, who has recently taken over as chairman of the Association of British Consortium Banks, sees a continuing role for them.

Without doubt, the demise of the bank branch and the spread of home banking terminals will one day come true, and bankers have to keep that in mind when they shape their strategies. Their more immediate preoccupation, though, is to provide an attractive service at a profit in a promising but highly competitive market.

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Cross-selling—pushing insurance through bank branches, for example—is also easier said than done, particularly when it involves bank staff who are not used to it.

But new business and profitability are not the only attractions of retail banking. A major consideration remains the development and retention of a large retail deposit base. Not only does this, on the





Mr Robin Leigh-Pemberton, Governor of the Bank of England. He has warned that there will be accidents during the City revolution

## Roaring towards "Big Bang"

### UK Reform

DAVID LASCELLES

AT A TIME when many financial centres round the world are undergoing big changes, London must, for the moment at least, be witnessing some of the most dramatic.

The so-called City revolution, now about 18 months old, has effectively become a cauldron in which banks, stockbrokers, jobbers and a variety of other financial institutions have been tossed and stirred to emerge remoulded into all-round financial conglomerates.

Quite what their future will be is still a matter of considerable speculation since the "Big Bang" marking the start of the new era of liberalised markets is not until late next year.

The standard view is that the revolution represents a much-needed shake-out of London's over-protected markets, particularly the Stock Exchange, and an opportunity to create strong, modern financial institutions able to take on the best in the world. The sceptics see it as a costly takeover binge which is just as likely to cause pain and losses.

Although the Thatcher Government is a strong supporter of these changes and is taking a close interest, the revolution is not a consciously managed restructuring of the City or even a "deregulation" in the U.S. legal sense.

Anything it happened almost by accident after the Stock Exchange was threatened two years ago with an action for restrictive practices and agreed to abolish its fixed commission structure and widen its membership.

Banks were quick to seize the new opportunities. Over the past 12 months British and foreign banks (mainly from North America and a few countries in Europe) have

snapped up virtually all the largest member firms. Some, like Barclays, have bought both a stockbroker and a jobber. Mercury Securities, the parent of the S. G. Warburg merchant bank, went even further and bought two brokers and a jobber.

Citicorp, the large U.S. bank which was quick to spot a chance to get into a business from which it was barred by U.S. bank law in its home market, bought two stockbrokers and a discount house (a market maker in short-term money instruments).

Some banks, like National Westminster, opted for modest alliances, and others like Lloyds bought nothing at all, preferring to build up their own securities business internally, partly because they feel the money others are spending on big alliances is excessive. Only one of the large stockbrokers, Cazenove, has resisted takeover, believing that independence will become a rare and prized virtue.

As these strategies suggest, the City has different ideas about the correct formula for success. Most people agree that banks must get into the securities business, partly to expand the range of financial services they can offer, but also because they detect a growing

shift in the marketplace away from traditional bank lending towards securities finance. The securities markets are also fast becoming worldwide in extent, so that any institution with global ambitions must be able to deal in London, one of the world's three major financial centres.

In practice, though, things are not that simple. Banks now face the difficult task of welding together bankers, brokers and jobbers into working entities (some of which will employ thousands of people), and the City financial world is doing overtime reporting strife, defections and even abandonment of proposed alliances.

Everything from salary scales, computer systems and even holiday entitlements has to be sorted out. Barclays spent several months simply choosing a name for its new group.

The Bank of England has been encouraging these changes because it wants to reform the market and strengthen UK-based financial institutions competing on the world stage. But it has also used the revolution to launch reforms of the long-term market along U.S. lines. Instead of the present system of brokers and jobbers, there will be designated primary dealers in government stock who will have a dealing relationship with the Bank in

return for undertaking to make two-way markets.

These dealers will be separately capitalised subsidiaries of the new securities groups, and the Bank is now sifting through a list of applicants. The gilt market is likely to become one of the early battlegrounds of the revolution because so many groups want to get established there for both financial and prestige reasons. Some groups are preparing to bear losses for a year or two while the competition settles down, but others, like Barclays expect to make money from the word go.

One of the effects of the revolution has been to weaken many of the unspoken and typically British rules that were supposed to protect users of the financial markets from the unscrupulous and fraudulent. The government has been reluctant to set up a policing agency, like the U.S. Securities and Exchange Commission, and has opted instead for a system of self-regulation by the City through two boards representing practitioners and users of the markets.

Whether these will be strong enough to prevent abuses in the new conglomerates which are riddled with potential conflicts of interest remains to be seen. But the system is a challenge to the City to prove that it can behave itself, or risk sterner controls later on.

The Stock Exchange has also put out proposals to control conflicts of interest by requiring securities groups to declare both the capacity in which they are acting (broker, jobber, fund manager, etc) and their interest in a deal. Some people have already denounced the proposals as unworkable.

The key question, though, of whether the new groups will be able to work smoothly and profitably is one that no one can yet answer. The people putting them together, of course, glow with optimism. But Mr Robin Leigh-Pemberton, the Governor of the Bank of England, has warned that "there will be accidents," and it may be several years before the revolution can be judged a success.



## Set to make a marked impact

### Japanese Reform

ROBERT COTTELL

THE LIBERALISATION and internationalisation of Japanese banking and finance now underway may have a long-term impact on international finance in the current decade comparable with that of the evolution of the U.S. dollar Euromarket in the 1960s.

Japan's bankers and bureaucrats are tearing up the thick rulebooks which left the nation's financial sector in the 1970s not much changed from the 1920s. Segregation at home is being replaced by competition. Japan's currency, the yen, is flooding abroad, strengthening the financial clout of Japanese banks already active in London and New York.

The importance of Japan's banking internationalisation is not simply that its banks can operate more freely abroad, but that they can do so at a time when capital outflows are making Japan the world's fastest-growing financial nation.

The U.S. has retreated to the role of international debtor, and is assuming liabilities at a rate which threatens to make it the world's biggest borrower within a few years. Japan's domestic savings surplus and foreign trade earnings, meanwhile, funded a US\$50bn outflow of long-term capital in 1984. Salomon Brothers, the U.S. investment bank, thinks the figure will be higher still in 1985.

Japan can no longer contain its own abundance. The internationalisation of its banking system is in part a recognition of that fact. Japan's financial internationalisation and liberalisation owes a double debt to the U.S. It was U.S. Government pressure which led Japan to accelerate the pace of deregulation during

the past year, after the publication in May 1984 of the Japan Ministry of Finance/U.S. Department of the Treasury Working Group on yen/dollar exchange rate and interest rate. The high interest rates offered by the U.S. Government on bond issues to finance its deficit through 1984 which proved the main magnet for Japan's capital outflow.

The U.S. pressure exerted through the yen/dollar working party arose because President Reagan's finance officials apparently believed that deregulation of Japan's finance would create more and higher-yielding yen assets available to international investors, thus strengthening the yen and reducing Japan's international competitiveness in merchandise trade.

To the extent that this might have been true in the short term, any yen inflows have been more than offset by the capital outflows into high-yielding U.S. bonds, and the yen has remained weak.

Japan's recent deregulatory measures have, on paper at least, been spectacular. In April 1984, the Ministry of Finance abolished nonprudential limits on overseas yen lending from Japan. From the same date, it authorised speculative foreign exchange transactions by Japanese residents, and eased restrictions on issues of Euroyen bonds by Japanese residents—though in fact, no such issues occurred until a year later, when Mof also waived withholding tax requirements.

The Euroyen bond market was opened to foreign issuers from December 1 1984. On June 1 1984, short-term Euroyen bank loans to Japanese borrowers were officially authorised, to be joined on April 1 this year by officially sanctioned medium- and long-term Euroyen lending to non-Japanese borrowers.

The sum of these liberalisations is a virtually unfettered potential market in Euroyen bonds and bank loans. The only "no-go" category is medium- and long-term Euroyen lending to Japanese borrowers, which the Ministry of Finance fears would put unsustainable pressure on Japan's domestic long-term prime rate, a crucial factor in the country's intricate structure of officially-managed exchange rates.

Long-term lending is the province of the "long-term credit banks," which unlike city banks are allowed to raise long-term funds through issues of debentures. Discretionary management of trust funds is the province of specialist "trust banks." Japan has seven—though a "grandfather" clause allows Daiwa Bank, a city bank, to share this field.

Licences are due to be issued in June permitting eight foreign institutions to start trust banking. Most bankers believe the field will be opened up to city banks within the next five years.

Other important specialist institutions are the Nippon Chuokin, a federation of rural co-operatives; and the postal savings bank, which, with some US\$350bn of deposits, is the world's biggest deposit-taker.

The postal savings bank offers two advantages to small savers: its interest rates are slightly higher than those of the banks; and it operates no effective deterrent against tax evasion by depositors.

In theory, each Japanese taxpayer can maintain up to ¥3m in a postal savings account before attracting tax on interest payments. In practice, individuals can maintain multiple accounts, illicitly increasing the exemption.

It will take time for the Euroyen market to grow in size and its participants to grow in skill and judgment. The

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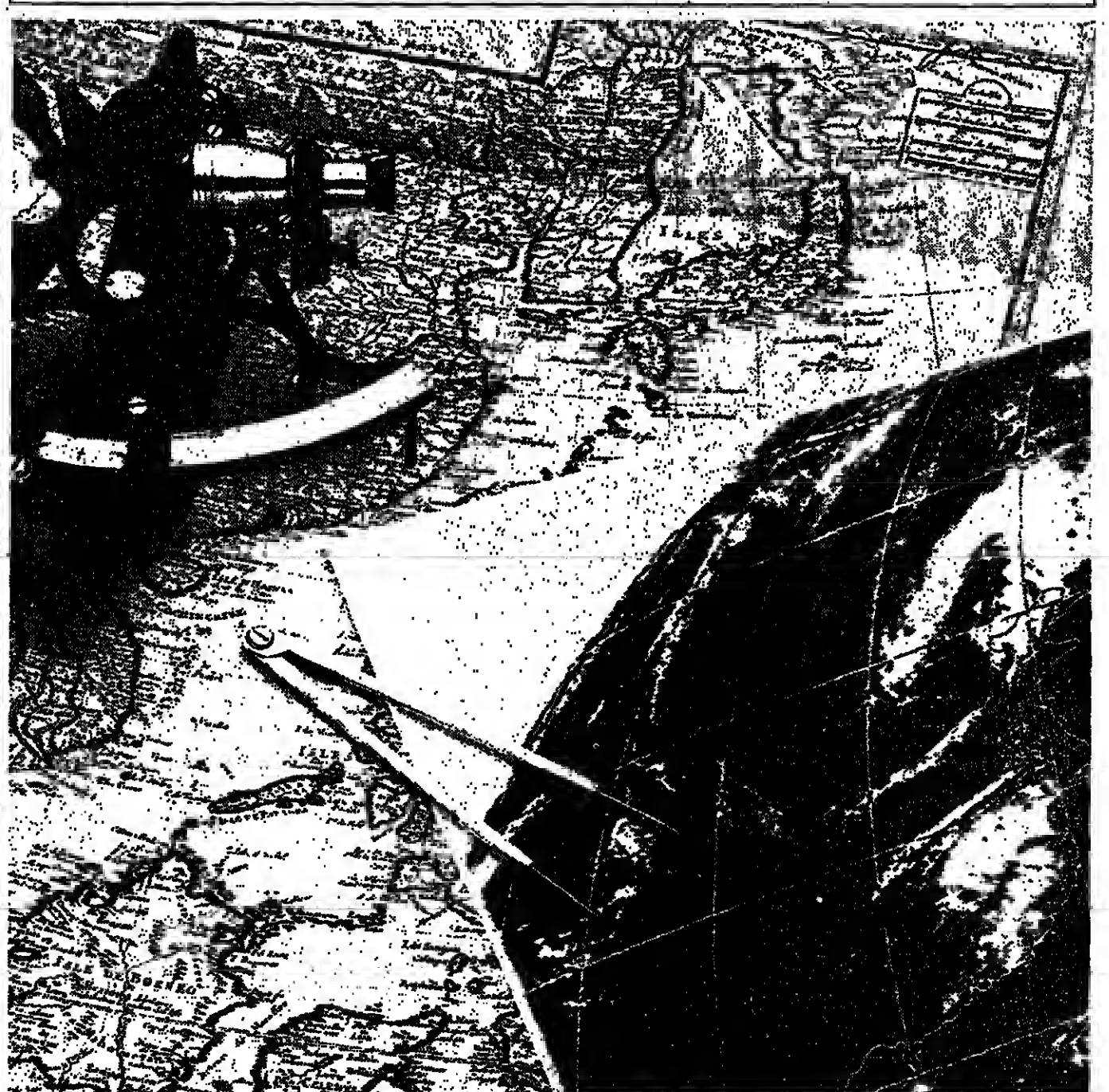


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# Restrictions come under bombardment

**U.S. Reform**  
PAUL TAYLOR

HALF A century of Federal restrictions on what products and services U.S. commercial banks can provide—and where they can operate—are teetering on the brink of collapse.

A process of steady erosion has already broken down many of the existing barriers which divide commercial banking from the securities industry and other financial service providers in the U.S. Now bankers, regulators, state the federal legislators appear to be lining up behind a wholesale and final assault on the remaining walls keeping banks in one state.

While the prospects for early congressional action on these issues remain uncertain, the pressure for such action is reaching a crescendo.

"Our federal banking laws are in desperate need of reform and we need to get on with that task promptly," said Mr Gerald Corrigan, the new president of the New York Federal Reserve Bank, in his first major public speech earlier this year.

"New legislation must incorporate contemporary definitions of banks and thrifts. It should also include a progressive extension of bank products," Mr Corrigan said, "as well as a measured federal response to intense pressures for regional and ultimately nationwide banking."

Mr Corrigan's comments, echoed by other regulators, were not lost on his audience. "The New York State Bankers Association whose members have been among the most aggressive in pushing for a 'new wave' of bank deregulation."

Without such a move many bankers and regulators warn that the process of piecemeal deregulation "by legislative loopholes" will accelerate making passage of a new "omnibus" banking bill moot.

As evidence, proponents of such a bill point to the aggressive moves by Citicorp, Bankers Trust, BankAmerica, Security Pacific and others into the insurance, commercial paper, discount brokerage and other businesses, coupled with a wave of interstate banking mergers facilitated by regional banking pacts or by the collapse of local savings institutions. These moves, they say, are the shape of things to come.

Citicorp recently staged what



Mr Paul Volcker, chairman of the Federal Reserve System: strongly opposed to limited service banks

is perhaps the boldest attempt to challenge the existing restraints over bank powers through a legislative loophole. The New York banking giant filed with the Fed (Federal Reserve Board) to underwrite corporate bonds, commercial paper, mortgage-related securities and municipal revenue bonds.

The banking group cited an obscure section of the 1933 Glass-Steagall Act which it claimed allowed such activities provided they were undertaken by a subsidiary and the subsidiary does not make underwriting such securities its principal business.

Although Citicorp hit an initial roadblock when the FED objected to the scope of the proposals, the banking group came back with a revised and partially scaled-down proposal under which it has dropped the plan to underwrite and sell corporate debt and has offered lower limits on the volume of securities sales its subsidiary could undertake.

The latest Citicorp application is still under consideration. Like other challenges to existing restrictions over the activities of commercial banks, it faces the certain prospect of strenuous opposition from the securities industry.

The FED, which has itself urged the passage of legislation allowing limited underwriting activities by U.S. bank holding companies, has indicated that

Congress must be the final arbitrator on the issue.

Such concerns may also explain the FED's delay in issuing new rules on the activities of U.S. banks overseas—and in particular on the level of securities underwriting permitted by U.S. banks' overseas subsidiaries. The existing restrictions are vigorously opposed by U.S. banks who fear they could blunt their efforts to enter liberalised markets such as those proposed in the UK.

U.S. regulators are still smarting from their experiences last year when the comptroller of the Currency and the FED were forced to issue preliminary approval for hundreds of "non-banks"—or limited service consumer banks—because of the lack of a congressional consensus to close another legislative loophole.

These limited service banks—which either refrain from making commercial loans or taking demand deposits from customers—are strongly opposed by the FED and Mr Paul Volcker, the FED chairman, who has argued that they not only bust the fundamental separation of banking and commerce, but also throw open the doors to virtually unrestricted interstate banking without adequate supervision.

Currently final approval for most of the more than 200 applications for these "non-banks" is held up by court action but

the regulators cite the possibility of hundreds of these units springing up across the U.S. as a key reason why Congress must act soon—at least on this loophole and on the broader interstate banking issue.

The interstate banking debate, perhaps even more than the question of a further extension of U.S. bank powers, is the one most likely to galvanise Congress into action. A series of key recent developments, coupled with the spread of "electronic" banking have already made interstate banking a reality in many parts of the country—circumventing federal restrictions contained in the 1927 McFadden Act and the 1956 Douglas amendment.

Among these developments are:

• Beginning in New England, over 20 states in the U.S. have now passed laws allowing entry by out-of-state banks, mostly through regional banking pacts. Mr Volcker's testimony represented the first time that the nation's most powerful bank regulatory authority had set out in detail a blueprint for interstate deregulation. Among specific proposals, Mr Volcker urged that the regional pacts be used as a starting point for interstate banking but that after three years any state operating within a regional pact should allow full interstate banking to be permitted. Mr Volcker's proposals also included specific safeguards against excessive

concentration and would preclude any mergers among the nation's 25 largest banking groups.

Even so, the FED blueprint could still face tough opposition from local bankers who still fear the power of the majors. Indeed, the industry's trade groups remain split on the issue.

Nevertheless, some form of interstate banking legislation, coupled perhaps with a closing of the non-bank loophole, appears more likely in the current Congressional environment than a further expansion on bank powers—a prospect which may have been further set back by the Ohio Savings Bank crisis, widespread problems among U.S. savings and loans earlier this year and the federally sponsored bail-out of Continental Illinois last year.

Last year an attempt to pass an all-encompassing banking bill collapsed when the Senate and the House committees approved sharply differing versions of new legislation. Now a new effort to reach a consensus is underway.

• Chase Manhattan and Chemical Bank, two of the major New York banking groups, have agreed to acquire troubled privately insured savings banks in Ohio. Chemical has agreed to acquire Home State Savings Bank of Cincinnati which failed in the wake of the collapse of ESM Government Securities, the Florida-based government bond dealer whose collapse earlier this year sent shock waves through the U.S. financial system.

• Citicorp, which had earlier acquired troubled thrifts in California, Illinois and Florida and already collects deposits in 12 states nationwide, won approval to set up 20 branches in Maryland over the next two years. The Maryland approval was part of a deal the New York banking group negotiated with the state's governor in return for which Citicorp agreed to set-up a credit card processing centre which will eventually generate about 1,000 new jobs.

Bankers, federal regulators and the courts, would prefer to see the barriers removed in a more orderly and controlled fashion. Signalling this Mr Volcker in congressional testimony late last month urged Congress to pass sweeping legislation which would allow full interstate banking within three years.

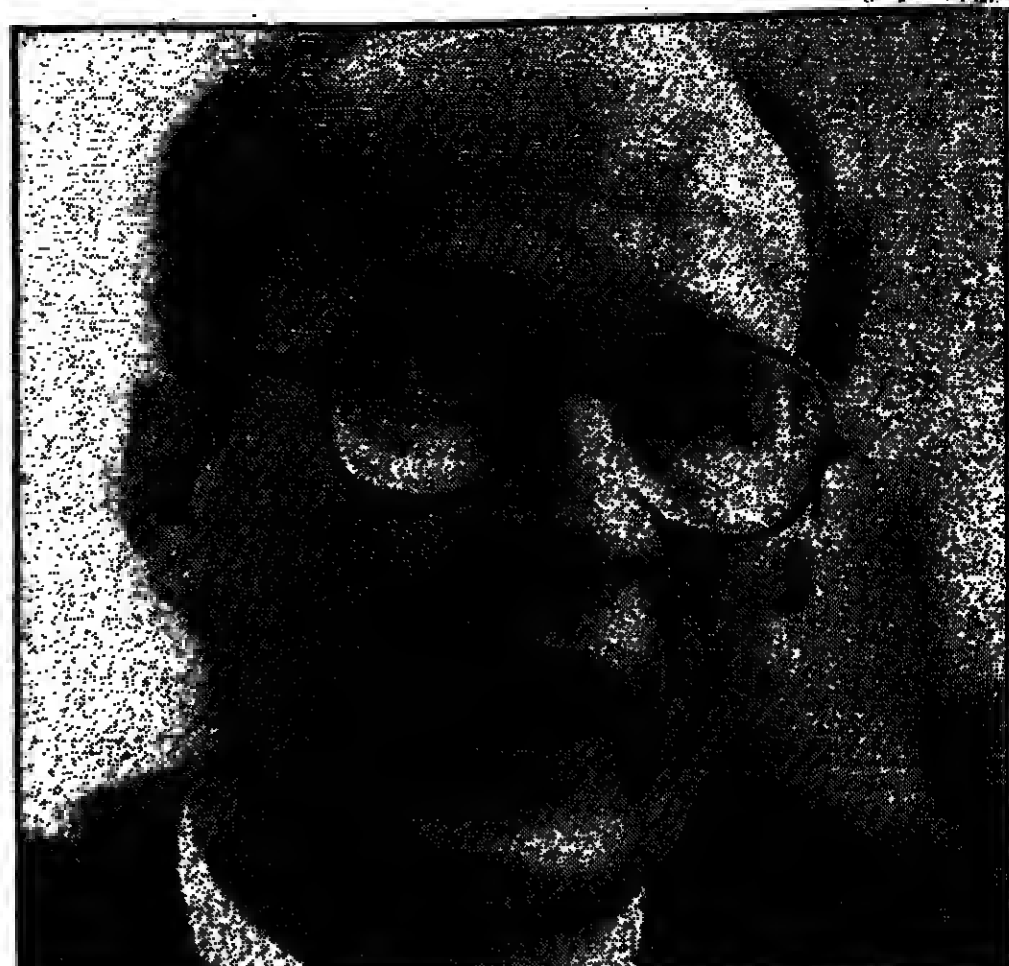
The time has come for Congress to pass comprehensive banking legislation, to authorise some interstate banking," the Fed chairman said.

Whatever the outcome it appears increasingly certain that, with or without congressional approval, the landscape of the U.S. banking industry is changing.

As Mr C. Todd Conover, Comptroller of the Currency, noted in recent congressional testimony, "The financial marketplace of the future is likely to be increasingly heterogeneous and competitive. As mandated distinctions between participants continue to erode, depository institutions will continue to expand their product and services, geographic barrier to competition will eventually disappear, and electronic data transmission will be even more important to the delivery of services."

He added, "Further geographic and product deregulation together with regulatory reorganisation would be the surest and quickest path to a competitive and vital financial system."

What remains to be seen is whether the industry as a whole responds to such a rallying call by burying its deep-seated divisions, and whether Congress will meet the need to finance trade and the future of U.S. commercial banking.



Mr John Fedders, former head of enforcement at the U.S. Securities and Exchange Commission. He frequently came up against Swiss secrecy laws

## An expensive game for a limited number of players

THERE IS an investment bankers' version of the old joke that everything desirable is either illegal, immoral or fattening.

Roughly the same applies to the most lucrative investment banking deals, but with some geographical variation, it is suggested. In New York it is illegal, in London it is immoral and in Zurich it is fattening!

The joke is supposed to highlight the three different approaches to investment banking, that can be found in the developed world.

The Americans have a highly legalistic approach, with a clear separation of commercial and investment banking dating back some 50 years. Commercial banks are not permitted to underwrite issues of securities, a ban imposed by the Glass-Steagall Act which was a political response to the abuses of the era leading up to the Great Crash of 1929.

At the same time the U.S. Government created the Securities and Exchange Commission, a tough statutory body which regulates American securities markets.

In London, a more flexible and self-regulatory approach has been applied. In the European markets banks have been able to operate almost without regulation. In the domestic market, banks have been kept out of the Stock Exchange because of that body's restrictive rulebook—but this is now being changed and from late 1986 the banks will largely take over the stock market.

To prevent abuses there will be a heavy reliance on extension of existing self-regulatory principles and codes of conduct. There is a lively debate about whether the proposed new watchdog body, the Securities and Investments Board, will be tough enough.

In Switzerland, and in a number of other Continental European countries, the system is different again. There is a tradition of universal banking, with banks operating right

across the spectrum of financial activity.

Safeguards for customers tend to be poor and disclosure levels are inadequate by Anglo-American standards, but clients tend to place a high premium on confidentiality. Generally, the universal banking structure tends to restrict the development of securities markets.

Such widely different financial systems do not fit together especially easily. In fact, a prominent Swiss banker, is reliably reported to have danced a jig around his office when he heard recently that Mr John Fedders had resigned as head of enforcement at the SEC.

### Merchant and Investment Banking

BARRY RILEY

Mr Fedders had frequently come up against Swiss secrecy laws, and the Americans are increasingly chafing that Swiss bank clients (many of them actually Americans) are using Switzerland as a base from which to manipulate the American securities markets.

Meanwhile, several of the major American banks are taking advantage of more relaxed regulatory regimes, especially in the UK, to develop activities which they are not allowed to undertake in the U.S.

Thus a string of American commercial banks are taking stakes in the new-style London stock market, and Citicorp has managed to find a way through the Japanese regulatory obstacles and open up in Tokyo (thanks to its purchase of Victoria de Costa, the London-based brokerage house, which had long had strong Far East connections).

All this leaves the world of international investment banking in a state of considerable turmoil, and the London mer-

chant banks are at the eye of the storm.

They have a considerable domestic problem (or maybe it should be described as an opportunity) of reorientation. Because British merchant banks have not been permitted to be members of the Stock Exchange position for U.S. investment (the reverse of the regulatory banks) they have developed as specialised banks aimed at the corporate market.

Banking has become less profitable in recent years, with intense competition for corporate business and the merchant banks are allocating large resources to their securities business. Most have spent large sums on the goodwill of existing stock market firms, and will need to find substantial further amounts during the next year or two to finance new facilities and provide trading capital.

It is generally thought, for example, that it will require between £15m and £20m of new capital to become a significant market-maker in the new-style gilt-edged market which the Bank of England is preparing to create in the latter part of next year.

The question is, therefore, whether the London merchant banks will become much more like the U.S. investment banks in their structure. For some, the answer will certainly be yes, but the smaller merchant banks may well seek to continue to exist on the basis of carefully cultivated personal contacts and a variety of niche businesses in the financial markets.

For the bigger investment banks in London and New York the latest challenge is the global market place. Electronic markets in foreign exchange, bonds and international equities are being operated increasingly on a 24-hour basis, with time zone centres in Tokyo, London and New York.

But it is an expensive game in which there is room for only a restricted number of successful players.

## A sector undergoing transformation

### Correspondent Banking

MICHAEL BLANDEN

CORRESPONDING banking, one of the more traditional aspects of international banking business, is undergoing a transformation. A number of factors has contributed to the changing shape of the business, among them the development of new technology and the great improvement in information systems which it has brought, and the incursion into the international arena of the American banks with a different background and a different approach from the established European relationships.

Historically, the main reason for the existence of correspondent banking relationships lay in the need to finance trade. A British bank, for example, which needed to pay on behalf of a customer for imports from the U.S. or from the colonies had to have a link with a bank on the spot through which the money could be transferred.

That aspect still plays a part but a much greater degree of sophistication is coming into the market as banks refine and rationalise their relationships. The impact of the new technology has been twofold. It has greatly increased the speed of response in transferring money around the world, permitting the development of

sophisticated packages for the management of funds which offer virtually instantaneous information on the state of an institution's book.

This in turn has contributed to a much greater awareness among major international customers of the banks of the importance of handling money as more than just a by-product of their main business. It has also provided the banks themselves with a more detailed knowledge of the results and profitability of the various services they provide—including the services they offer to other banks.

The differences of culture between Europe and North America have been important in recent years. For the British banks and those from other European countries which have an imperial past, experience in providing correspondent banking services on an international scale goes back a long way.

At the root of the relationship lies the concept of reciprocity. Banks worked for each other on the basis that the relationship met the needs of both sides. Until fairly recently, assessing whether the arrangement was actually producing a profit was not the first priority; and to the extent that profit came into the calculation, its main source would be the balances kept on a non-interest bearing basis with the correspondent.

The big U.S. money centre banks have a different back-

ground. They have one very considerable advantage in the international correspondent business: the CHIPS clearing system in New York, through which international dollar payments are cleared. Since the dollar is the major instrument in both the Eurocurrency markets and in international trade, this gives them a vital role in the system.

They also have considerable experience of correspondent banking relationships, though in a rather different context from that of the Europeans; the diversity of the American banking system, with its very large number of small banks, makes correspondent banking an essential element in its internal transactions.

The main spur, however, to the incursion of the U.S. banks into active promotion of international correspondent banking was the availability of new cash management products. For a period, the business proved very attractive and profitable as a result of the large balances kept by correspondents in New York.

That changed in the early 1980s, though. High interest rates and the availability of better information on cash flows prompted banks generally to look more carefully at the idle balances they were keeping with other banks. That, together with the switch of CHIPS over to same-day settlement brought a sharp decline in the volume of balances being held in New York and

made the correspondent banking business at best only marginally profitable.

The consequence has been a change of emphasis towards specific pricing of individual correspondent banking products and charging fees for services provided, rather than relying on cash balances to provide a return. Up to a point, the same trend is evident among the European banks. It seems likely that they will continue to place rather more stress on the concept of reciprocity. Nevertheless, they too are looking much more carefully at the bottom line in assessing the value of correspondent relationships.

Three trends are evident. First, greater reliance on fees to produce a return on correspondent banking activity. Second, a process of rationalisation of relationships; this can be difficult where these may go back many years, but it is obvious that with the change in patterns of trade which has taken place in the past 50 years some old connections go scarcely be justified on traditional or current criteria.

Finally, the use of correspondent relationships to sell other banking products such as investment banking or new issue advice; in this sense, correspondent banking may become to a degree just another aspect of marketing, with the difference that the banks are selling to each other rather than to corporate customers outside the banking sector.

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## Banks' package deals need to be innovative

WITH DEVELOPING countries burdened by their debt problems and oil-rich states suffering reduced earnings, the big banks are having to be much more innovative in the packages they put together for the reduced number of trade deals and projects currently under way.

The debt crisis has taken its toll too on the export credit agencies, which are being urged by their governments to trim their services to exporters and increase their costs to reduce losses. Exporters are, in consequence, having to rely much more heavily on banks, which increasingly are sharing the risks and effort involved in bidding for contracts, taking their rewards only when and if the bidder is successful.

One result is that forfaiting, counter and barter trade which a year or two ago were techniques largely used to finance east-west trade are now being offered to exporters by the London-based banks, and is now estimated to be a \$10bn market. Similarly bartering in some form is estimated by GATT to be involved in 8 per cent of world trade and is worth some \$160bn. This is a very conservative estimate, and some observers put it as high as 40 per cent with straight buy-back deals accounting for some 17 per cent.

The products involved can be as far removed as an aircraft manufacturer agreeing to promote tourism for the buyer country. In the Middle East goods are increasingly being paid for in oil.

Banks though increasingly prepared to share in risks are having to become more discerning in selecting projects. Non-recourse and pre-completion lending, particularly for energy and mineral resource projects in politically stable countries is becoming much more widespread. This type of project financing is also beginning to be extended to the financing of aircraft manufacture with the repayments of the loan being tied to the sales of the aircraft.

However, the recent fall in oil prices has demonstrated the

inherent problems of limited recourse financing, where the main security for the loan is the future cash flow of the project. This is even more the case in pure non-recourse lending which is entirely secured against the revenue generated by the project.

With banks wary of increasing their exposure in potentially high risk areas in the developing world where projects are subject to delays or cancellation the World Bank's new co-financing formula, the so-called "B loans," has generally been welcomed.

With the aim of encouraging commercial banks to continue lending to the developing countries by improving the

### Trade and Project Finance

MARGARET HUGHES

security of the project, the World Bank participates directly in the commercial loan for a project and in addition puts up its own separate loan. The new co-financing formula is still in its pilot phase but since it was introduced in 1983 six project finance deals have been signed.

The first was for Hungary, marking its debut as a World Bank borrower, since it became a member in July 1982. A second financial package involving World Bank "B loans" has since been arranged for Hungary and at the beginning of April a third was approved by the World Bank board.

Similar financing has also been arranged for Colombia, and Paraguay, while Brazil is the first country whose debt is being rescheduled to benefit from the new scheme.

Two other projects which have been earmarked for co-financing this year, are for telecommunications in Pakistan, and energy in Turkey. Two projects are also in the pipeline for Yugoslavia but its rescheduling programme has to be resolved first.

The World Bank argues that the new formula allows banks to increase their exposure to countries but with a reduced risk because of the security of World Bank involvement. However, banks are not universally

enthusiastic. They criticise World Bank's ponderous bureaucracy and the fact that it insists that the projects are put out to open tender.

The intense competition for projects has forced banks to pare margins and extend maturities. It has also led to wider resort to mixed credits — the mixing of aid with commercial export lending — undermining much of the earlier intergovernmental progress within the Organisation for Economic Co-operation and Development (OECD) on eliminating interest rate subsidies.

Mixed credits remain a vexed issue with the U.S. (a strong critic of the practice) and the French, who make enthusiastic use, at loggerheads. Washington being the biggest critic and Paris the greatest perpetrator. In the meantime even governments like Britain, America's most active supporter, continue to use aid to make the terms of its exporters' project financing more attractive.

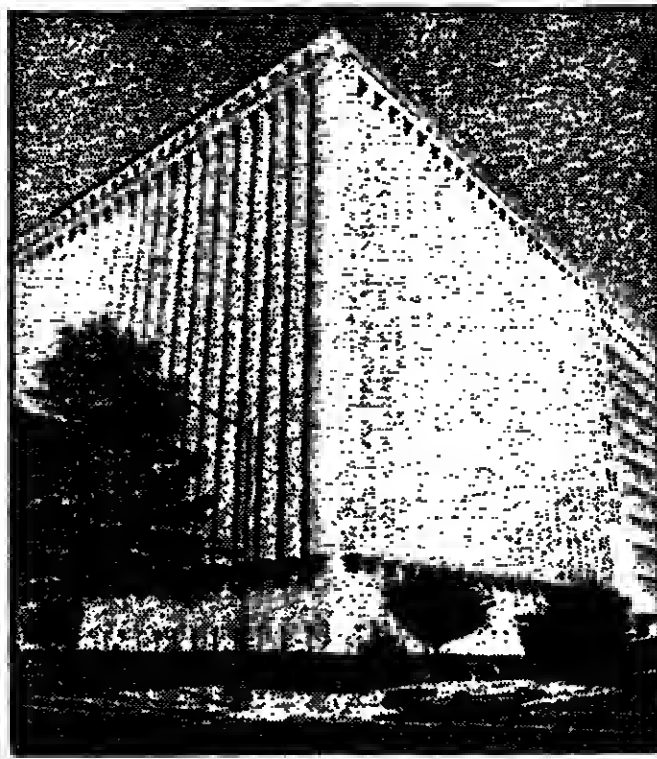
According to latest OECD figures France does by far the highest proportion of mixed credits financing, accounting for 42 per cent of the total. However, possibly to the surprise of many UK exporters, Britain comes next at 22 per cent while Italy and Japan are about even at 9 per cent each.

Having failed to persuade France into abandoning the practice the Americans are now realising by playing the same game. The U.S. Export-Import Bank has offered mixed credit on seven projects although only one provided a contract, in Indonesia.

Ironically, the Jakarta Government has just come out against mixed credits, declaring that in future its contracts will be put out to international tender on the basis that this often produces the cheapest prices and financing.

But although France makes the most liberal use of aid to help its exporters win contracts, it is by no means the largest overall supporter of exports. According to OECD figures, Japan supports a higher proportion of its exports than any other country at 36.9 per cent, with Britain a fairly close second at 31.9 per cent, France at 28.9 per cent, West Germany 9.5 per cent and the U.S. 7.8 per cent.

In the UK the Export Credits Guarantee Department (ECGD) is considering cutting its loss-



World Bank headquarters in Washington

making services, such as its comprehensive external trade and tender to contract facilities. At the same time the debate over the extent to which exports should be subsidised has become more vocal.

Trade and Industry Secretary, Mr Norman Tebbit, and others warn against over-enthusiasm in winning export orders if the cost in gaining them outweighs the benefit it brings to the exporter and the economy. The Commons select committee on trade and industry, however, advocates greater support for British exporters. The Government is considering whether to offer soft loans to finance contracts in China claiming that countries have already broken the informal pact not to offer such finance.

The Overseas Project Board of financiers and industrialists who advise the Government on the export of capital goods has recently attacked its "ambivalent attitude."

But while the Americans are moving in this direction there are opposite moves afoot in Britain. Earlier proposals put forward by a government-commissioned study that ECGD should be hived off in a separate public corporation have been rejected. But the Bank of England and Treasury are now investigating proposals put forward by merchants bankers, Morgan Grenfell, for establishing a specialised export bank.

The advantage of such a bank,

its sponsors argue, is that it would be able to raise finance itself on the capital markets at a cheaper rate than the present cost of subsidising interest rate on commercial bank loans. If, as is proposed, the Bank of England had a 15 to 20 per cent stake in such a bank it would be virtually a sovereign borrower, commanding a high credit rating.

The possibility of financing exports through the capital markets has been under consideration for some time. But one of the major obstacles has been the need to match the requirements of the Eurobond investor with the financing needs of the exporter and his overseas borrower.

This would be overcome, the sponsors argue, because the export bank would be able to raise funds in the market on a continuous basis, disbursing the cash for individual projects in the staggered drawdown schedules demanded in project financing.

Morgan Grenfell broke new ground at the end of last year when it arranged the first capital markets loan for Britain's ECGD raising \$155m through a floating rate note by a somewhat indirect route to re-finance Brazil's trade debts with Britain. The bank hopes to be able to use this mechanism later to finance new export projects.

THE next twelve months could see the start of the first serious attempt to identify and tackle the barriers to international trade in banking and financial services.

It will not be easy to win international political consent for liberalisation, let alone to dismantle the barriers by negotiation.

Much depends on a series of meetings of leading member nations of the General Agreement on Tariffs and Trade in the coming months. They are being pressed by the U.S., Japan (not itself an open market to trade in services), by the UK and some others to launch a new round of global trade negotiations, starting next year but probably taking five years of more to complete.

It may turn out, as U.S. trade officials have been saying recently, that the complicated and controversial issue of free trade in services will not even reach the Gatt negotiating table for several more years. The impetus is there nonetheless.

That a question of such political delicacy for many developing countries should be under discussion at all is due largely to an unremitting campaign by the U.S. Administration over the past three or four years. At times that campaign has looked rashly aggressive, fomenting suspicion that the next Gatt negotiation is to be predicated on a trade-off in which the U.S. itself and other big exporters of financial services would come off best.

U.S. policy has been shaped partly by domestic pressures, partly by the American economy's increasing dependence on tradeable services, and partly by ideological commitment to trade liberalisation in general.

The domestic pressure has been provided by lobbies like the Coalition for Service Industries, chaired by the president of American International Group, with vigorous support from companies like American Express, whose interests cover a wide range of international transactions.

Developing countries, led by Brazil and India, have grudgingly conceded that the broad parameters of a possible negotiation to free services trade should be considered with the help of the Gatt secretariat.

That small concession was only achieved after a serious diplomatic confrontation at the last annual meeting of the Gatt's 90 member states in Geneva in November.

Of all the service industries, banking could prove the least susceptible to worldwide deregulation, since it lies at the heart of every nation's industrial and economic planning. It is not only in the developing world that governments bar or severely limit the operations of foreign banks, on grounds of national sovereignty.

Total world trade in invisibles was estimated at over \$700bn in 1982, the latest figure available. The U.S., although heading for a deficit in invisibles according to some

of services. It argues that such discrimination could be reduced or even abolished without damaging policy objectives.

"Discrimination against foreign banks, both with respect to establishment and national treatment, sometimes serves the almost exclusive end of sheltering domestic firms from competition," the study says.

Three main kinds of restrictions were identified: Restrictions on entry to a foreign market; discriminatory rules that put newcomers at a cost disadvantage with local banks; and non-discriminatory regulations with "non-banking objectives" that hampered the outsider. Examples of the last kind included foreign exchange controls, immigration controls and professional licensing requirements.

Entry restrictions might range from absolute prohibition, to selective controls on the kind of service that a foreign-owned bank is allowed to perform. Some countries will permit a representative office with a mainly liaison role, or will forbid take-overs of local banks, or restrict the amount of equity that a foreign bank may hold in a native institution.

Operating costs for foreigners may be higher because of higher reserve requirements, higher capital-to-assets ratios or higher taxation. In some cases the local banking rules are simply applied more stringently to foreigners than to natives.

The outsider's ability to compete may be curtailed in respect of business done outside the country where he has secured a foothold. There may be limits on Government deposits, or it may be denied the chance to finance subsidised or officially-supported export credits.

It may be denied access to central rated bank rediscounting facilities, or denied deposits from insurance companies, or limited as to the kind of securities or other financial assets he is allowed to acquire.

Nevertheless (that is, non-discriminatory) treatment and rights of establishment are the two prizes sought by the free traders. The very weight and variety of barriers already in place suggests that negotiations to remove them — if negotiations there be — will be among the toughest items on the proposed Gatt agenda.

### Trade Barriers

CHRISTIAN TYLER

experts, traditionally accounts for 10 per cent of services exports, followed by the UK, France, West Germany, Italy and Japan.

Figures supplied to the British Invisible Exports Council show the U.S. leading the league of surplus countries in 1982, followed by the UK, France, Switzerland and Singapore. The deficit countries led by Saudi Arabia, followed by Japan, Brazil, West Germany and Canada.

The services statistics are, however, notoriously difficult to compile and compare — which is not the least of the problems facing any negotiation designed to frame global rules or codes for market access, domestic regulation.

Nevertheless, the sheer volume of the trade in banking services alone suggests to free-trade apologists that a looser regime could provide a big stimulus to trade of all kinds.

According to the U.S. Government's own study of services trade, submitted along with reports from nearly a dozen countries, to the Gatt, discrimination against foreign banks can create "substantial distortions" in the world flow

## Figures that talk

Bayerische Vereinsbank Group 31.12.84

(In billion DM)

Total Assets

124.2

Due to Customers

26.9

Due from Customers

28.0

Bonds Issued in Long Term Loan Sector

70.2

Capital Resources

2.5

Staff

13 024

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## World Banking 18

## Patchy recovery in earnings

## The U.S.

PAUL TAYLOR

OVER THE past few months there has been a sharp and favourable swing in Wall Street's perceptions of the U.S. Money Center banks. Less than a year ago, in the wake of the \$4.5bn Federal bailout of Chicago's Continental Illinois, Money Center bank stocks were selling at a substantial discount to book value.

Investors steered clear of big bank stocks as earnings laboured under the burden of soaring domestic and Third World problem loans and regulators began demanding higher loan loss reserves and primary capital ratios.

In contrast most of the smaller regional bank stocks were commanding healthy premiums—buoyed by impressive earnings gains.

But all that has changed. The Money Center Banks, under pressure, have moved aggressively to bolster loan loss reserves, write-off problem loans and add to their primary capital. In addition most of them reported sharply higher 1984 final quarter and 1985 first quarter net earnings helping to heal some of the earlier wounds.

At the same time, although the Third World debt crisis has not gone away, it has slipped out of the immediate spotlight.

Meanwhile the headlines of the last few months have focused investor attention—and concerns—on the problems of other members of the U.S. financial and banking industry.

The collapse of several small regional government bond dealers earlier this year sent shock waves reverberating through the U.S. financial system and directly led Ohio's State Governor to declare the first extended "bank holiday" since the depression years.

The privately-insured Ohio Savings Bank crisis, coupled with further heavy losses at Financial Corporation of America (FCA), the California S & L holding company, and elsewhere among the nation's thrift institutions, has cast a long shadow over the U.S. savings industry.

This has coincided with major problems emerging at many small U.S. agricultural banks and among some Texas energy lenders and a growing sense

that the regulatory environment has become tougher and tilted significantly towards the interests of the major banks.

Reflecting these factors Money Center bank stocks have soared on the recommendation of most of the major Wall Street finance houses while many regional banks have languished.

While latest earnings results from the U.S. majors have generally been impressive, the recovery in bank earnings remains patchy and some majors like BankAmerica and Crocker National have yet to benefit in any real way from the upturn.

Crocker National, the Midland banking group's ill-fated Californian subsidiary, managed to edge back into the black in the first quarter under its new management with a \$9m profit compared to a \$121m loss in the same period last year.

Similarly, although BankAmerica managed to post a 13 per cent advance in first quarter net earnings, its non-performing loans at \$3.55bn or 4.2 per cent of total loans, edged up from the fourth quarter.

Among the Texas Energy banks, Texas Commerce Bancshares, reported its first quarterly earnings decline in 16 years, largely because of higher provisions for loan losses and net loan write-offs.

Like several other major Texas banks, Texas Commerce has also fallen foul of bank regulators who have questioned a loan to a director and charged that reserves for loan losses at the end of 1984 were inadequate — a charge hotly disputed by the banking group.

First quarter results from the major U.S. banks also point up some other significant factors generally affecting U.S. bank earnings at present, as well as highlighting the diversity apparent among the nation's major banking groups.

J. P. Morgan and Bankers Trust—both groups with little consumer business—continue to lead the profitability tables although a handful of other banks bouncing back from depressed year-ago earnings levels—registered higher percentage net income gains.

J. P. Morgan and Bankers Trust attributed their own earnings gains primarily to higher

net interest income, reflecting wider margins between lending rates and funding costs and an increase in interest earning assets.

In contrast, Citicorp's long and costly investment in consumer banking appears to be finally generating returns. The New York-based banking giant, which ranged third in first quarter return on assets among the 15 largest banks and posted a healthy 24 per cent net earnings gain, said its income from consumer activities rose by 57.8 per cent to \$90m.

Significantly, this gain was achieved with a relatively modest 20 per cent rise in consumer banking assets—bashing out profit margins and emphasising the renewed drive at the world's largest banking group under its new chairman, Mr John Reed, for high profitability.

In fact, with the exception of First Chicago which reported a 23 per cent decline in first quarter net income, after writing down its investment in a Brazilian affiliate, all the major U.S. banking groups reported higher net earnings in the first three months of this year.

This improvement generally reflected higher net interest margins, an expanding asset base at all but two of the U.S. majors, BankAmerica and Continental Illinois, and higher fee income. These positive factors have been partly offset by a continuing high level of problem loans and further heavy loan loss provisions and write-offs.

But the substantially higher first quarter provisions reported by many of the major U.S. banking groups also reflect their continuing efforts to bolster reserves against future possible

loan losses. These reserves also count towards the bank's primary capital to assets ratios which have been strengthened substantially in the past year.

Among the 15 largest U.S. banking groups this key measure of bank "safety" has risen from an average of 5.72 per cent a year ago to 6.13 per cent. All the major banks now have primary capital ratios above the recently imposed 5.5 per cent minimum and only three, Citicorp, BankAmerica and Manufacturers Hanover, now have primary capital ratios below the six per cent minimum level which will be imposed next year.

Whether these levels are sufficient to prevent a repeat performance of the crisis in investor confidence which brought Continental Illinois to its knees last year, remains to be seen.

Already Wall Street's renewed enthusiasm for the major Money Center banks has been accompanied by some cautionary remarks. Last month Mr George Salem of Donaldson, Lufkin & Jenrette, issued what he termed "an attempt to fine-tune our existing bullishness on Money Center bank stocks."

In his report, Mr Salem cited two basic reasons for a limited downgrading in ratings, a renewed deterioration of the general less-developed countries' situation, especially in Brazil, and, "the likelihood that interest rates will not fall materially over the next few months."

Mr Salem's comments could prove a timely and sobering reminder that many of the fundamental problems that have afflicted the major U.S. banks, and bank earnings, over the past few years may not have gone away for good.

## U.S.

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	-0.3	2.6	-2.0	3.8	6.9
Inflation (%)	13.5	10.4	6.2	3.2	4.3
Current acct. balance (US\$m)	1,880	6,290	-9,190	-41,580	-100,000
Trade weighted index	99.76	108.69	127.54	145.42	160.77
Real trade weighted index	89.79	96.28	104.90	109.40	111.80

## Top 20 U.S. banks 1st quarter 1985 results

	Asset \$m	1st Qtr 1985 Net income \$m	% Change on Year	1st Qtr 1985 provision for loan losses \$m	1st Qtr 1985 Net charge-off \$m	1st Qtr 1985 Reserve for loan losses \$m	As % of loans total	1st Qtr 1985 Non-performing loans for performing	Loans total As % of	Ratio capital Primary
Citicorp	154.6	277.00	+24.0	118.0	184.0	952.0	0.32	3200.0	2.20	5.93
BankAmerica	117.9	114.00	+13.0	209.0	221.0	997.0	1.20	3546.0	4.20	5.90
Chase Manhattan	85.7	123.90	+31.0	95.0	74.0	779.0	1.20	2400.0	3.90	6.53
Manufacturers Hanover	72.8	190.20	+19.3	106.7	80.9	660.2	1.15	1840.0	3.20	5.95
J. P. Morgan	62.7	164.60	+12.7	30.0	14.0	598.0	1.69	870.0	2.46	7.09
Chemical New York	55.7	89.70	+10.1	33.6	30.1	454.2	1.30	1261.0	2.38	4.52
Bankers Trust	46.5	82.50	+28.0	45.0	27.0	381.6	1.50	721.0	3.00	6.18
First Interstate	46.1	71.50	+12.2	58.0	53.0	396.1	1.32	1145.0*	3.81	6.16
Security Pacific	45.2	73.50	+ 8.2	78.8	78.6	520.2	1.57	1182.0	3.80	6.42
First Chicago	40.6	38.20	-23.0	99.0†	65.3†	306.4	1.29	768.0	3.00	6.19
Wells Fargo	30.7	43.50	+25.6	20.2	16.8	397.0	1.56	587.3	2.98	6.92
Continental Illinois	28.8	38.30	+32.7	37.0	18.0	385.0	1.66	937.0	4.80	7.43
Wells Fargo	27.9	44.55	+12.0	128.0††	52.5	335.9	1.43	716.7	3.10	6.90
First Bank System	23.4	37.30	+17.5	35.0	17.0	196.9	1.45	472.5*	2.02	6.27
Bank of Boston	22.6	43.90	+76.0	20.0	15.0	247.4	1.66	474.0	3.20	6.90
Crocker National	22.5	9.00	N.M.	25.0	26.0	298.0	1.93	1007.0	6.50	6.38
Marine Midland	22.1	25.90	+14.4	35.0	17.0	210.0	1.47	586.0	2.57	6.90
Republic Bank	21.6	35.40	+12.3	19.2	11.7	206.0	1.39	495.0	3.40	6.20
Interfirst	21.3	15.10	+57.2	32.0	42.7	285.0	1.67	797.0*	5.11	6.74
MeCorp	20.5	34.80	+46.8	21.0	26.9	170.0	1.26	N.A.	N.A.	N.A.

\* Non-performing assets. † Including American National. †† Including special addition of \$65m; excl. provision was \$63.6m.

Research: Rivka Nachman

## Gap narrows between four pillars

## Canada

BERNARD SIMON

## Canadian Financial Institutions

Financial assets (1967 and at June 1984)

	Cdn \$m	Percent of total assets
	1967	1984
Major deposit-taking institutions:		
Chartered banks	24.9	213.9
Trust and loan companies	7.0	63.3
Cooperatives	2.3	40.2
Contractual-savings institutions:		
Life insurers*	12.8	63.4
Trusteed pension funds	8.0	88.8
Other financial institutions:		
Private sector†	10.8	62.9
Public sector‡	5.9	45.1
Total	72.7	572.6

\* Includes their accident and sickness insurance operations and segregated funds.  
† Includes property and casualty insurance companies, sales finance and consumer loan companies, investment dealers, mutual funds, Quebec savings banks, mortgage investment trust corporations, financial leasing companies and business financing corporations.  
‡ Excludes Bank of Canada.

Source: Financial Review accounts, Canada Gazette, and Bank of Canada Review.

## Canada

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	1.9	4.0	-4.2	3.3	4.7
Inflation (%)	19.2	12.4	10.8	5.3	2.3
Current acct. balance (US\$m)	-953	-5,055	2,110	1,365	1,500
Exchange Rate:					
C\$ vs US\$	1.17	1.20	1.23	1.23	1.30
Trade weighted index	84.49	84.49	85.22	87.81	85.71
Real trade weighted index	86.85	87.57	90.26	92.45	91.10

of the Bank Act, due in 1990.

Some banks' hopes of moving directly into the corporate underwriting business or becoming more active in portfolio management are thus unlikely to be fulfilled for some time.

The present 10 per cent limit on any single shareholding in a schedule A bank will remain, as will rules limiting the business of the foreign-owned, schedule B banks to 16 per cent of the banking system's total domestic assets. (The ceiling was doubled from 8 per cent in 1984).

On the other hand, the new policy will clear the way for owners of other types of financial institutions— notably trust and insurance companies —to become full participants in the banking sector, with up to 100 per cent control of new bank subsidiaries.

The proposals (which may become law by the end of this year) will allow different types of financial institutions, includ-

ing a new category of schedule C bank, to be commonly owned through a financial holding company. Thus, a trust company will not be given wider freedom in commercial lending, but its associated financial holding company would have full access to this market by forming a schedule C bank.

Although these associated companies will be required to appoint separate boards of directors and publish separate financial statements, they will be allowed to share resources, such as computer systems and sales forces. As the Government notes, the changes will "make it easier for non-bank financial institutions to provide one-stop shopping."

To the consternation of the banks, the proposed changes are likely to bring the biggest benefits to a number of non-bank financial conglomerates that have already expanded rapidly in the past two or three years. Two stand out:

● The Brascan Group, con-

trolled by Peter and Edward Brontman, nephew of Sam Bronfman, founder of the Seagram wine and spirits group. Brascan has a 30 per cent interest in Trilon Financial, a financial holding company which controls Royal Trust, the country's biggest trust company, and London Life, a leading life insurer. Two other Brascan affiliates, Hees International and Great Lakes group, are emerging as Canadian equivalents of British merchant banks. Another Brontman-controlled company has a substantial minority interest in Continental Bank, the seventh largest schedule A bank.

● Montreal-based Power Corporation, whose non-financial holdings include 8.9 per cent stakes in the industrial and transportation giant, Canadian Pacific. Among Power's financial interests are Great West Life, the country's largest shareholder-owned insurance company, and Investors Group, a leading provider of financial planning services. Power is a partner with three European groups in Fargesa, the Geneva-based holding company with extensive banking and investment interests in the U.S. and Europe.

Assets under Trilon's control are larger than the domestic assets of Royal Bank of Canada, the country's largest banking group. (The bank's contented that their international business should be excluded in comparisons with the emerging non-bank financial conglomerates.) Only Canada's three largest banks have domestic assets greater than Power Financial, the financial services arm of Power Corporation.

Despite the latest setback to their ambitions, the banks are likely to press ahead with ventures giving them a foothold in their competitors' territory.

Canadian Imperial Bank of Commerce (CIBC) has become a minority shareholder in one of the Brascan companies, Great Lakes Group. Bank of Montreal's takeover last year of Harris Bankcorp. of Chicago gives it access to substantial securities management and other fee business providing a useful base for similar services in Canada, U.S. and when existing restrictions are eased.

Montreal-based National Bank wants to provide a securities "safekeeping" service without registering with the Quebec Securities Commission.

The banks clearly believe that the pressures for deregulation that have built up both in and outside Canada in recent years are not about to subside.

## Another year on course.

For Helaba Frankfurt, one of Germany's leading financial institutions, 1984 was another year of progress toward reaching two principal longer term objectives: quality growth and consistently high earnings.

Total assets rose by 5.4% to DM 66.4 billion, while business volume advanced by 5.1% to some DM 68.6 billion.

Operating profits were again strong and only slightly below the exceptionally high 1983 figure. The Bank used its solid earnings performance to step up its loan-loss provisions, to strengthen its equity base to DM 1.316 billion, and to maintain its 5% dividend to shareholders.

Helaba Frankfurt is a government-backed regional universal bank concentrating on wholesale banking and medium to long-term lending. It also acts as banker to the State of Hesse and performs clearing and other centralized functions for Hesse's 52 Sparkassen—regional universal banks. Refinancing is facilitated through issuing own bearer bonds whose volume outstanding at year-end 1984 was DM 27.3 billion.



Financial Highlights	DMmillion Dec.31	1982	1983	1984
Business volume		64,638	65,315	68,622
Balance sheet total		62,271	62,999	66,391
Total credit volume		49,929	49,590	50,150
Short-term assets		16,707	16,964	18,224
Due from banks		9,668	10,884	12,631
Due from customers		7,039	6,080	5,593
Long-term loans		28,252	28,013	28,978
Loans to banks		4,192	4,383	4,425
Loans to customers		24,060	23,630	24,553
Short-term liabilities		18,593	17,080	18,953
Long-term liabilities		5,459	5,225	4,976
Bonds issued		24,994	26,720	27,317
Capital and reserves		1,241	1,291	1,316
Net income		45	75	50

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هكزا من الرطل



# Shares achieve touch of glamour

Japan

ROBERT COTTELL

THE SHARES of Japan's big publicly-traded banks have been among the strongest performers in Tokyo's recent bull market, breaking out of an informally-maintained but rigid price structure which had kept bank share prices stable relative to one another and in absolute terms.

The deregulation and internationalisation of Japan's financial system has turned the banks into glamour stocks. Sumitomo Bank, the most profitable of the 13 big commercial "city" banks, saw its share price rise from ¥500 to a peak of ¥2,100 between January 1984 and January 1985. At its mid-April price of ¥1,610, Sumitomo Bank enjoys a market capitalisation of around \$12bn, the largest of any publicly-traded Japanese corporation.

Optimistic investors see Japan's banks as financial giants now being belatedly freed from bureaucratic fetters. Japan has five of the 10 largest international banks in the world. Japanese banks overseas offices form the backbone of its foreign financial network, and the group of banks in the London Euro-market, accounting for over one-quarter of international lending there.

At home, they manage the financing of the second-largest economy in the non-Communist world, with virtually no foreign competition at the retail level, and very few intruders at the level of corporate and institutional banking.

Japan, encouraged by the U.S., has embraced financial liberalisation with enthusiasm. The country's international

banking is now poised on the verge of its greatest-ever transformation, with the probable establishment of an offshore banking market in Tokyo to specialise in European transactions.

The principal brake now on further changes within the domestic banking system is no longer bureaucratic inflexibility, but regulators' prudent concern for the stability and prosperity of smaller and specialist institutions which have until now enjoyed official protection from free competition.

An officially managed retail interest-rate cartel, for instance, prevents the big aggressive city banks from poaching deposits away from small, regional savings banks.

Where Britain has four major clearing banks and a few significant second-tier institutions, Japan has 13 "city" banks, and then literally dozens of other, smaller institutions. The city banks have big, typically urban, branch networks, and lend for periods of up to three years.

The city banks' main rivals are the 64 "regional banks" which have deposit bases in individual prefectures, but are allowed to branch beyond. The regional banks are smaller than the city banks, but do the same sort of retail and corporate domestic borrowing and lending.

Smaller still are Japan's 89 mutual savings banks, 436 credit unions, and 463 credit co-operatives. These small local units are allowed to offer interest rates slightly higher than the city banks, but generally do strictly local business.

The segmentation of banking institutions and the official management of interest rates was valuable to Japan during the three high-growth post-war decades when an efficient bank was one which channelled

Japan	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	4.5	4.2	3.1	3.0	5.6
Inflation (%)	8.0	4.9	2.6	1.8	2.2
Current acct. balance (US\$m)	-10,750	4,770	6,850	20,800	35,000
Exchange Rate: Yen vs US\$	236.74	226.54	249.05	237.52	237.52
Trade weighted index	129.92	142.93	134.14	150.40	159.85
Real trade weighted index	100.00	109.75	100.12	104.09	104.45

domestic household savings to domestic industrial borrowers with the minimum of fuss. In recent years, however, Japanese corporations have responded to slowing growth by borrowing less from banks, which now provide just 10 per cent of external corporate funding. Households have continued to save rather than spend their rising incomes and have become more discriminating with affluence: the proportion of household financial assets held in cash and demand deposits fell from 11.2 per cent in 1980 to 2.6 per cent in 1983, according to figures compiled by stockbrokers Vickers da Costa.

Squeezed between blasé borrowers and demanding depositors, Japan's banks are fighting to cut fixed costs and raise returns through more imaginative asset management. All the city banks are investing heavily in bigger and faster computerised cash transmission and information networks.

All are developing international capital markets expertise and offering more imaginative domestic investment vehicles, such as money-market certificates, geared to higher-returning assets.

The stock market appears to be saying that Japan's biggest city banks will, with their financial muscle and overseas expertise, thrive on deregulation at the presumed expense of the smaller and more specialised rivals. If so, financial sector takeovers may soon become commonplace, though corporate takeovers of any kind have

traditionally been rare in Japan except as a means of last-ditch rescue.

Japanese banks, having until recently chafed under regulations dating back in many cases to the 1920s, are now being cast in the role of incoercibles.

Long-term lending is the province of the "long-term credit banks," which unlike city banks are allowed to raise long-term funds through issues of debentures.

Discretionary management of trust funds is the province of specialist "trust banks." Japan has seven—though a "grandfather" clause allows Daiwa Bank, a city bank, to share this field. Licences are due to be issued in June permitting eight foreign institutions to start trust banking. Most banks believe the field will be opened up to city banks within the next five years.

Other important specialist institutions are the Norin Chukin federation of rural co-operatives; and the postal savings bank, which, with some U.S.\$550bn of deposits, is the world's biggest deposit-taker.

The postal savings bank offers two advantages to small savers: its interest rates are slightly higher than those of the banks; and it operates no effective deterrent against tax evasion by depositors.

In theory, each Japanese taxpayer can maintain up to ¥3m in a postal savings account before attracting tax on interest payments. In practice, individuals can maintain multiple accounts, illicitly increasing the exemption.

## JAPAN'S POSTAL SAVINGS SERVICE

# World's largest deposit-taker

JAPAN'S Postal Savings Service, managed by the Postal Savings Bureau of the Ministry of Posts and Telecommunications, is the world's largest deposit-taker.

Its most recent balance sheet, for March 31 1984, showed deposits of ¥86.3 trillion (million million), or about \$270bn at current exchange rates, equivalent to a market share of 25.4 per cent of all deposits with Japanese financial institutions.

The Postal Savings Service's pre-eminence is held by many Japanese bankers to be the main reason for its success. The MPT stands outside the interest rate structure fixed for other financial institutions under the aegis of the Bank of Japan, the country's central bank, and fixes postal banking deposit rates slightly higher than those offered to retail customers by Japan's high street banks.

The PSB also makes life easy for income tax evaders, by making no effective checks on shavers who open multiple accounts to profit several times over from tax exemptions available to small savers. While the interest rate advantage may vex bankers, the Postal Savings officials themselves say it is more than offset by restrictions placed on the asset side of their balance sheet.

Postal Savings deposits are lent on to the central government via a trust fund operated by the Ministry of Finance. The Government pays an interest rate pegged below the yield on its bond issues. Deregulation of domestic interest rates is an officially declared objective of Japan's broad range of financial liberalisations now in progress. Large deposit rates are already effectively deregulated, with the advent of international investment vehicles, government bond investment funds, money market certificates and low-denomination CDs.

Retail rates remain, however, in a cartel and low, and seem likely to do so at least for the next few years. Japan's big banks say they would like to pay free-market retail interest rates—but that the Government, with its

vested interest in containing the flow of cheap money, wants to keep regulated interest rates in order to maintain the Postal Savings Bureau's competitive advantage.

Mr Shigeo Sawada, director general of the Postal Savings Bureau, says he would welcome interest rate deregulation, but only if his bureau received along the way the freedom to invest in free-market assets.

Statistics suggest the PSB needs to find some way of living up to its investor appeal. Mr Shigeo Sawada, director general of the PSB says he would not be against interest rate deregulation if his bureau, along the way, received the right to invest in free-market assets.

Such a shift need not mean a drying-up of funds to the Government. Mr Sawada said that, even under a liberalised regime, the Postal Savings Bureau would still be investing its funds in public bonds, mostly government issues. So conservative an asset book would prevent the Postal Savings Bureau mounting a market share war to bid deposits away from the banks, argued Mr Sawada, while the Government would still get its money—at a fair price.

Bankers may say the Postal Savings Bureau's talk about deregulation is designed to obscure their own enjoyment of an easy life. But statistics suggest a clear need for the PSB to find some way of living up to its own investor appeal.

Its 1984 market share of 25.4 per cent, while still high, was down from 30.5 per cent in March 1983, reflecting the Bureau's acknowledged, an increasingly sophisticated public looking for higher-yielding deposits.



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# Big banks ready for rivals

Australia

LACHLAN DRUMMOND

THE AUSTRALIAN banking sector is on the brink of a massive expansion of its numbers, which will intensify existing competitive pressures in a crowded financial services sector. On February 27 the Federal Government announced that 16 foreign groups would be invited to apply for banking licences and the most advanced of these proposals can be expected to be through the net of final approvals within six months.

Almost all of the 16 new bank applicants, which in many cases include significant local institutional partners, have an existing core of operations to bring to their new banking ventures, providing a profitable and operational base for their new lives as banks.

As examples, Citicorp—which on a global basis outstrips the entire Australian banking sector in terms of total assets—has some \$450bn of assets in its local finance company and merchant bank offshoots, Barclays has more than \$150bn of assets spread through its operations and Bankers Trust has a highly successful fee-oriented merchant bank which earned \$150m for 1984.

The foreign parents do not in all cases intend merging these interests into their new banks, although where they have run into reserve bank opposition and this matter has yet to be settled entirely.

With the additional competitive edge that existing operators will gain from access to cheaper funds under bank status, the three major private banks and

the government-owned Commonwealth Bank will see their once easy position eroded. As a part response, the Westpac and National Australia banks are each close to seeking formal approval to establish life insurance operations to broaden the range of products offered and to compete head-on with the new banks established with local institutional partners.

The banks have also pushed offshore, most notably with the ANZ's acquisition of Grindlays Bank, a step which has caused problems on reciprocity with the Swiss and Indian Governments, two nations which failed to gain bank licences this time round.

Meanwhile, the moves by the Westpac and National on life insurance are direct shots across the bows of the partnership between Chase Manhattan and the Australian Mutual Provident Society, which intends to move smartly to total assets of some \$42bn with a full service bank.

With 2m policyholders and as the biggest institutional investor in Australia, the AMP has an enviable list of contacts for seeking business. This headstart is almost rivalled by that of the National Mutual Life, which has teamed up with Royal Bank of Canada, although with a more corporate bias to its business outlook.

The pending introduction of additional foreign banks, meanwhile, has not been the only significant step in the banking sector. In the past year the Government has issued 40 foreign exchange dealing licences to merchant banks previously excluded from the bank-only preserve, although only a few merchants are active in foreign exchange.

In addition, as from August 1 last restrictions prohibiting the trading banks taking deposits of

Australia

Australia	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	1.7	4.4	-0.3	1.6	6.2
Inflation (%)	10.1	9.7	11.1	10.1	4.6
Current acct. balance (US\$m)	-4,136	-8,244	-8,152	-5,445	-7,500
Exchange Rate: A\$ vs US\$	0.88	0.87	0.90	1.11	1.14
Trade weighted index	52.61	58.16	55.49	78.67	80.90
Real trade weighted index	89.15	95.91	96.72	93.97	94.45

less than 14 days were lifted a step which has had a marked effect on the merchant banking sector which had prospered in this fallow ground of the short-term money market.

Although the merchant bank sector managed to boost its total assets from \$116bn to \$151bn last year more recent figures from the Reserve Bank show that in the four months to the end of January there was almost no growth in merchant bank deposits while trading banks had grown by around 7 per cent as re-intermediation followed from the August 1 move.

It is the perception of this pressure on the merchant bank sector which saw Bill Samuel, Australia's finance minister, to a fully fledged bank under the existing domestic banking rules.

It emerged as Macquarie Bank one week after the government announcement on the 18 new entrants, but as a 30 per cent owned affiliate of Bill Samuel's UK father than a 100 per cent subsidiary.

Such a reduction in the foreign shareholding level runs counter to the concession granted to foreign-connected merchant banks last October which provides a moratorium on

normal foreign investment rules for 12 months to allow a necessary rationalisation and reorganisation after the granting of bank licences.

As a result a string of merchants have dumped their local equity partners, launched bids for listed affiliates or sought to expand into money market operation, which in recent years has been closed to entry by new 100 per cent foreign operators.

Indeed, there is an expectation that merchant bank numbers will be swollen—six were added last year—despite an apparently more competitive

The effects of this competition were evident last year, with the Peak Marwick Mitchell's recent survey of financial institutions showing merchant bank sector profits up by only 1 per cent to \$144m.

The clear winners last year were the major trading banks, with combined profits for the big four—excluding their savings bank and finance subsidiaries—shed from \$490m to \$704m.

With their capital bases also restored through a series of rights issues, the big banks could not be in better health to confront their new rivals.

# Competition cuts into profits

New Zealand

IAN HAYWARD

NEW ZEALAND banks expect to have reduced profits this year—but no bankers are really complaining. The drop in profitability comes from the new and much fiercer competitive environment in the New Zealand banking scene, caused by the sweeping removals of the former wide-ranging regulations and controls.

Under the former tightly controlled and regulated system, which put ceilings on interest rates, imposed tight ratios, and generally restricted the freedom of the banks to operate within the monetary system, banks could not help but make big profits. This did not help improve the public view of banks.

Since last July the new Labour Government has moved with almost breathtaking speed to remove all regulations and controls. For the first time in 50 years controls on foreign exchange capital transactions have been abolished and the whole

financial system opened up for free competition.

Bankers must be more competitive, more aggressive to compete for business, more flexible in their approach and able to react quickly to the needs of the market and their customers. Bankers have responded in a positive way. None would exchange the new competitive and free atmosphere—even though it means cutting margins and reduced profits—for the old regulated system. They are enjoying the new competitive climate. The challenge is particularly welcomed among middle management bankers who will be at the top of the profession in a few years.

New Zealand banks are producing a range of new services to attract customers. They are going out to compete for deposit funds and for investment opportunities.

In the long run bankers are convinced the new competition and the need to tailor banking services to suit individual customers will bring cheaper money for bank borrowers, more efficient financial operations, a bigger range of banking services and more attention to the needs of individual customers. It is not only the trading

banks that are moving into a more competitive world. The Post Office Savings Bank and the Trustee Savings banks have also adopted a more vigorous attitude to attract customers and deposits.

Some years ago, New Zealand trading banks combined to set up Databank—intended originally as an electronic clearing house. It has developed into a much bigger, important organisation processing all paper and transactions for the four trading banks.

The four trading banks have again collaborated in the setting up of an electronic funds transfer point of sale (EFTPOS) system in New Zealand this year.

This is halfway through a six month trial period, and although some details regarding the division of costs and profits between banks, retailers and the public still have to be hammered out, nobody doubts that EFTPOS will soon be operating nationally throughout New Zealand.

The trading banks claim the country could be the first in the world to have a truly nationwide EFTPOS system in which every branch and every trading bank is on line on the opening day.

The arrival of EFTPOS has helped focus further attention on the electronic development in banking. Millions of dollars have been invested to give Databank the most sophisticated and modern banking technology available.

In a three year redevelopment project, which is already employing 118 staff, Databank, and through it the trading banks, will be more flexible. It will have the ability to adapt more quickly or produce services to fight competition and tailored for specific purposes.

When it was first established Databank caught the attention of world banking. Many bankers travelled to New Zealand to study its operation.

The new expanded technical development will once again make it among the foremost electronic banking systems in the world. It will be unique and equipped to help trading banks cope with whatever challenges arise over the next few years.

One problem facing the banks—and the other financial services in New Zealand, as a result of these developments, is the possible shortage of skilled people to utilise the latest electronic developments to full advantage.

## MONTE DEI PASCHI DI SIENA BANKING GROUP



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## World Banking 20

## Cast in role of Government's milch cow

South Africa  
JIM JONES

SOUTH AFRICA'S banks are in a period of rapid adaptation to a changing environment. In line with the financial sectors of most countries in the Organisation for Economic Co-operation and Development (OECD) that of South Africa is characterised by a blurring of the differences between the various financial institutions. Tighter controls are being introduced to bring local regulations more closely in line with those elsewhere and to give the Reserve Bank greater ability to limit credit creation. The tax regime is likely to be changed significantly towards the end of this year, and the entire banking sector is currently being cast in the role of a milch cow by a Government desperate for

tax income. Early in 1985, the Reserve Bank tightened controls by ruling that banks seeking temporary accommodation must find it directly from the central bank rather than from the discount houses. The new regulations were aimed at giving the authorities greater control over credit creation and inflation with the implicit threat that private sector banks which regularly sought accommodation would face penal accommodation rates.

Regulations to curb the banks' ability and propensity for circumventing domestic liquidity and capital requirements are in preparation. The Bank of England, in particular, has been concerned about the unregulated foreign activities of South African offshoots of British banking groups. South Africa is not a signatory of the Basel concordat, which regulates banks' foreign activities, and several of the country's banking groups have

the same capital requirements as domestic liabilities. An amendment to the Banks Act to be promulgated in July will oblige the country's banks to consolidate foreign liabilities when determining capital adequacy.

As a result, all of the major banking groups will need to increase their capital bases, though the more stringent requirements are likely to be phased in over several years. Standard Bank Investment Corporation (Stanbic), which is a subsidiary of Standard Chartered opted for a rights issue which, it is believed, will provide sufficient capital to enable the group to comply with any amendments to the Banks Act. Stanbic has been the only major banking group to report improved pre-tax and attributable profits recently, which helped the company's stock market rating and facilitated acceptance of the issue. Stanbic's rights issue will not be followed by Stanchar and,

as a result, the British parent's interest in Stanbic will drop to 41.9 per cent from 50.3 per cent. Stanchar has renounced its rights in favour of Liberty Holdings which is South Africa's third largest insurance group and which already has close links and crossholdings with Stanbic.

The deal with Liberty will allow the Liberty Group to supplant Old Mutual, South Africa's largest insurance group, as the largest individual shareholder in Stanbic. It further polarises the relationships between the insurance groups and the banks. Old Mutual has effective control of Nedbank, the third largest banking group, Barclays and Southern Life, the fourth largest insurance group, are closely linked; Sanlam, the second largest insurance group, Controls Trust Bank, the fifth largest bank, and Volkskas, the fourth largest bank, has close ties with Rembrandt, the tobacco group.

In recent months the banks have complained that regulatory changes are likely to hinder their ability to compete for deposits with institutions such as the building societies. This is an increasingly important consideration given the present trend for personal savings to decline as a percentage of gross domestic savings.

As a result the financial institutions have been obliged increasingly to resort to the comparatively expensive wholesale money markets for deposits. Of course the major banks have not stood aside from the gradual blurring of differences between financial institutions. Three years ago Barclays, the country's largest banking group, aggressively entered the mortgage market and rapidly established a home loan book of about R1.1bn, which represents just more than 8 per cent of the bank's total end-1984 advances.

Barclays' entry into the

mortgage market was part of a successful strategy for gaining new account business, though it has led initially to negative returns on mortgage lending and has helped prompt some of the building societies to consider making the change from being mutuals with no shareholders to becoming quoted companies with equity shareholders and a greater ability to diversify away from the narrow focus of mortgage lending.

In his budget speech in March this year, finance minister Barend du Plessis announced an additional levy on banks to raise R100m for the Treasury. The levy is a backdated charge of 0.25 per cent (one quarter of 1 per cent) on the average 1984 quarter domestic deposits of the banks.

Effectively it is a tax on size and was justified by the finance minister on the grounds that the banks had been able to

## South Africa

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	7.8	4.9	-1.3	-3.2	5.0
Inflation (%)	13.8	15.2	14.7	12.3	11.7
Current acct. balance (US\$m)	3,507	-4,382	-3,070	320	-980
Exchange Rate: Rand vs US\$	0.78	0.87	1.06	1.11	1.44
Trade weighted index	80.11	80.17	71.10	72.95	68.60
Real trade weighted index	113.07	118.10	112.68	125.00	105.32

avoid paying taxes by making use of tax legislation covering financial leasing contracts. This legislation was originally implemented as a device for reducing interest rates to industrialists whom, it was believed, would consequently invest in productive assets. Mr du Plessis has said that two equal instalments this year and next, will not be repeated. However, the Margo Commission of Inquiry into South Africa's tax system is widely expected to recommend greater taxation for the banking

industry. If it does, bankers fear individual banks could have difficulty generating from profits the additional equity capital needed to comply with the stricter capital requirements due to be announced this year. Barclays, which is the only bank with a major foreign shareholding, could also be constrained in raising equity capital if its British parent, which has 50.5 per cent of the equity, prefers not to follow its rights and is reluctant to see its interest drop below half of its subsidiary's equity.

## Contrasting problems in the region

North Africa  
FRANCIS GHILES

THE PROBLEMS the three North African countries face today are—at least when it comes to banking and the role of banks in their respective economies—rather contrasted. Tunisian banks today are a more diversified, inventive group of institutions than is true of their Moroccan and Algerian counterparts. In Morocco, the World Bank will soon complete a study which suggests many reforms while in neighbouring Algeria the authorities are grappling with changes which many users of the system wish could be implemented faster than at present.

The older Tunisian banks such as Société Tunisienne de Banque (STB) and Union Inter-

nationale da Banque (UIB) do not appear to have kept up with the faster pace of recent years. Until 1981, 10 commercial banks, of which only three were in private hands, dominated the banking scene.

STB, by far the most important, focused its interest on the industrial sector, the Banque Nationale de Tunisie on the farm sector while UIB was instrumental in promoting exports. The latter today seems to be underpinning a major identity crisis while other banks have sprung up or, as Arab Tunisian Bank, had their capital reconstructed and are bringing to Tunisia the more modern ways of the western world.

Arab Tunisian Bank which has both Tunisian and foreign, notably Jordanian shareholders, is actively promoting modern commercial banking methods, often to the annoyance of the staid institutions. Meanwhile a string of Tunisian Arab consortium banks cum investment

companies are active in the field of industry, real estate, farming and tourist development.

The Banque Tunisienne Koweitienne run by the quick-witted Mohammed Brigi is not only active in industry and tourism but in a way typical of the wider interest Kuwaiti investors have shown in Tunisia where they have substantial interests in the fertiliser and tourist industries—state industries now vied with private Kuwaitis to fund worthwhile projects. Other banks have been set up along the same 40 per cent foreign, 51 per cent Tunisian shareholding line with Saudi Arabia, Qatar, the United Arab Emirates and Algeria. The latter is presently quite busy as relations between the two countries have led to a spate of joint projects while the Société Tunisienne de Développement is not simply investing but also raising money in the form of a long term bond—a first in Tunisia.



Compagnie Marocaine de Crédit et de Banque in Agadir, Morocco

Foreign funds account for about one-fifth—if not more—of all the investment being made in the context of the Five Year Development Plan 1982-87; their importance is thus considerable, though they sometimes show a considerable liking for prestige projects, one something that a country like Tunisia

can easily afford. The situation in Algeria stands in sharp contrast. Throughout the 1970s when massive investments were made in industry and hydrocarbons, the major role of the three Algerian banks was to go abroad and raise loans. Thus Banque Nationale d'Algérie, Banque Extérieure d'Algérie and Banque Algérienne de Développement became well known customers in the Euromarkets.

After the decision in 1980 to halt further foreign borrowings and seeking to improve productivity in what industry already existed, the authorities decided that each bank and others since created, such as the Banque de l'Agriculture et du Développement Rural should be allotted specific sectors. However, reforms are painfully slow and delays are blamed on the banks who themselves will pass the buck to the central bank.

The new economic policy ushered in by President Chadli means that every state company ought to have its own balance sheet but that is more easily said than done. Not all companies are well structured financially and there is little doubt that the banks shoulder the blame for the shortcomings of the bureaucracy.

The role of the banks and of the powerful Ministry of Finance is much greater today than it was a few years ago that is not surprising given the greater financial orthodoxy and more vigorous appraisal of performance form part of the government credo.

Morocco for its part has a mixed private and public banking sector but the public sector is very much the dominant force. Banks such as Banque Marocaine du Commerce Extérieur play an important role as commercial banks, notably in financing foreign trade and attracting foreign investment to the Kingdom. Banque Marocaine du Développement Economique is more of a development than a commercial animal and has been very active in developing sectors of the economy such as textiles.

In many ways however, new developments have been dominated over the past 18 months by the protracted negotiations between Morocco and its foreign bankers to reschedule the Kingdom's foreign debt. While rescheduling that part of its official debt which fell due between September 9, 1983 and December 31, 1984 was a comparatively easy affair, and one completed over one year ago, dealing with foreign banks has been difficult.

The Kingdom refused to allow the Banque du Maroc to stand as co-obligor of the rescheduled monies but has recently accepted the compromise solution proposed by the banks: the agreement includes a covenant which commits the Kingdom both to maintaining a member "in good standing with the IMF" if possible throughout the life of the rescheduling (eight years).

A letter from the Banque du Maroc accompanying the agreement binds the central bank to providing sufficient foreign exchange to service the debt. Renegotiating that part of the banks' debt which fell due after December 1985 should be an easier task and that will, as before, be in parallel with an IMF programme and the further rescheduling of official debt.

## Back from the brink

Israel  
LYNNE RICHARDSON

ISRAEL'S banks are showing modest profits for 1984 after losses of some \$220m the previous year had brought them to the brink of disaster.

The country's bank system was severely shaken by the October 1983 share collapse, when 51 per cent of the value of bank shares was wiped out. Repercussions of that episode are still being felt as the banks undergo investigation by a public commission of inquiry appointed to look into the whole affair.

Time and again, in testimony before the commission, top executives of the banks have stressed their claim that the banks' manipulation of their share prices was carried on with the full knowledge and tacit approval of the Government and the Bank of Israel, the central bank. In the words of one executive, "regulation" (of shares) is only one distortion in an economy full of distortions.

In the last year, in a determined effort to improve profitability, staff was cut by some 10 per cent, branches were closed and new projects shelved.

During the dark days at the end of 1983, banks were talking of cutting back the burgeoning computerisation programmes, but Mr Dov Naveh of United

Mizrabi Bank argued strongly that such moves would be counterproductive. Mr Naveh's views seem to have prevailed and all the banks have introduced new technology this year.

United Mizrabi, always the forerunner in the technology field, has more than 200 private clients, many of them professionals, linked up to its mainframe computer, enabling them to get real-time information on their accounts in the privacy of their homes via personal computer or TV screens.

This precursor of home banking is a follow-on from UMB's original system that put mainframe access at the disposal of its corporate clients. Bank Leumi and Bank Hapoalim now offer this facility to their corporate clients too.

Israel Discount Bank has introduced what it calls "satellites" within some branches with electronic doors leading to a number of terminals, all activated by the client's magnetic-strip card. Offering a selection of services, these "satellites" are open for longer and more convenient hours than the regular bank.

Bank Leumi, the country's largest bank, has opted for an extension of the automated teller machines. Facilities in the exterior walls of its branches, which now offer a printer to supply data and a depositary for the client to leave instructions for the bank.

All the printers are on-line to the main frame and so accessible

to clients of all branches. Usage of Bank Hapoalim's terminals, situated in the banking halls, is to be encouraged by a publicity campaign stressing the reduced charges offered to the client when he interfaces with a machine rather than with a clerk. Hapoalim's "drop boxes," enable clients to pay utility bills free of charges entirely.

While streamlined services and lowered overheads have obviously benefited the Israeli Banks' profit margins this year, they are measures that may not be repeated. More long-term sources of income are the overseas operations of the banks, which for some years have contributed significantly to each bank's balance sheet.

Even the smallest bank, First International Bank of Israel has overseas offices in Britain, Switzerland and the U.S. This bank has been the real success story of the Israeli banking scene. Having avoided the share manipulation scheme, F.I.B.I. was able to show a healthy profit when the bigger boys lost in 1983 and continued the growth into 1984.

The larger banks have far more extensive operations abroad, all doing well, but they may have reached the limit of their growth as funds for new ventures are now seriously curtailed.

The health of the Israeli banking system reflects that of the economy as a whole, and no one would claim that the Israeli economy is healthy. Many bankers here are exasperated at the Government's failure to put its economic house in order because of the attendant negative reflection on the country's banks.

After all, these institutions are the life-line between Israel and loans from overseas. Foreign bankers will be closely watching the performance of both the banks and the national economy, at least the former is trying hard.

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	2.7	2.8	1.0	1.5	1.6
Inflation (%)	131.0	116.8	120.4	145.6	373.8
Current acct. balance (US\$m)	-809	-1,428	-2,209	-2,248	-3,200
Exchange Rate: Shekels vs US\$	5.12	11.43	24.27	56.21	293.21



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## Italian Genius

Maybe it was in Roman times that Venetian glassmaking started. Or maybe new techniques and direction were learned from the Saracen Workshops, around the 12th century. Unfortunately the history is unclear. But there remains no uncertainty about the genius of the Italians who create it, even to this day.

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# The new era brings pitfalls and rewards

## The UK

DAVID LASCELLES

THE banking industry has had more than its fair share of restrictive legislation in recent years, and the time has come for more evident recognition and encouragement to be given to the banks as major contributors to our national prosperity.

These plaintive words from Lord Boardman, the chairman of National Westminster Bank, in his annual report last month, reflect some of the frustration felt by UK banks at the way Government has hit them in the past two or three years, particularly with tax measures.

But that is only one side of the story. In other ways, UK banks stand at the threshold of what should be a highly excit-

ing and—if they handle it well—rewarding era, what with the City Revolution and opportunities to get into new businesses and harness new technology. It would be quite wrong to say that bankers are all despondent.

Even so, 1984 was not an easy year. The changes in capital allowances in the Budget landed banks with a £2.5bn bill for taxes which they had expected to shelter from through their leasing business. This was the equivalent of a whole year's earnings. That money had to come out of reserves, forcing the banks' out on to the capital markets to replenish those reserves. In the past 12 months, UK banks have raised over £3bn in new equity and loan stock, including a £507m rights issue from Barclays, one of the largest ever in the UK.

The Thatcher Government's decision to make banks pay interest to their depositors net of tax rather than gross start-

ing last month, was also a blow which deprived the banks of a key weapon in their battle with the building societies (the latter's pound (building societies have long had to pay interest net of tax). But the banks have risen to the challenge by offering high interest accounts which appear to be stemming the flow of deposits to the societies, albeit at a higher funding cost.

That, however, may mark only an early skirmish in the increasingly bitter battle between the banks and the societies. In line with its policy of stimulating competition in the financial services sector, the Government is proposing to allow the bigger societies to engage in non-mortgage lending, which means they will be able to offer credit cards, current accounts with overdrafts and personal loans.

Although the scale will be limited to start with, no one doubts that in the long run, this marks the start of a major reshaping—and possible eventual merger—of the banking and building society industries.

By the end of this century, some speculate, Britain's high streets may be dominated by half a dozen mega-bank/building societies offering everything from money market funds to mortgages.

But others disagree. The "second tier" of UK banks consisting of institutions like the Scottish banks (who are consolidating their position south of the border), the im-

native Co-operative Bank, the shortly to be publicly floated Trustee Savings Banks, and the National Girobank are all aggressive players in the national market who do not seem inclined to give up their independence lightly.

The recent decision by Marks & Spencer to go into the credit card markets was also an indication that the banks will face competition from new fronts.

The banks' other anxious moment last year was the near-crash of Johnson Matthey Bankers (JMB), the small banking subsidiary of the Johnson Matthey precious metals group. In the long run, the event may be remembered less for the tiny bank's staggering losses (over half its £450m loan book) than for triggering changes in UK banking supervision.

Although a post mortem is still in progress, the affair may lead to the Bank of England adopting a more formal and inquisitive style of supervision: standards are being tightened up anyway in view of the City Revolution which is exposing banks to new risks by drawing them into the securities markets.

The obvious reluctance with which the big clearing banks agreed to ride to JMB's rescue also marks a big change in attitudes from the secondary banking crisis ten years earlier when they readily stumped up billions of pounds to protect the system.

The Governor of the Bank of England recently regretted the gradual disappearance of the informal bonds that once held the City together, but they could never survive the bracing winds now whistling down its narrow streets.

If UK banks had a tough time last year, they managed to preserve their reputation as some of the world's most profitable banks. All the big clearers managed to raise their earnings by 20 per cent on average, the notable exception being Midland Bank which was battered by the huge \$324m losses of Crocker National Bank, its troubled California subsidiary, which has become an object lesson for banks everywhere on how not to handle an expansion into the U.S. market.

The main reason for the increase in bank profits was the surprising and continued strength of the UK loan market which has increased by 20 per cent a year since 1982. Bad loans are also easing off now that the effects of the 1980 recession are receding into the past.

By contrast, the banks' foreign business was still patchy, mainly because of the substantial provisions that UK banks are making against Third World debt, where their exposure is moderately large, notably in the case of Midland and Lloyds.

But the current banking climate obviously favours the cautious. NatWest, the coun-

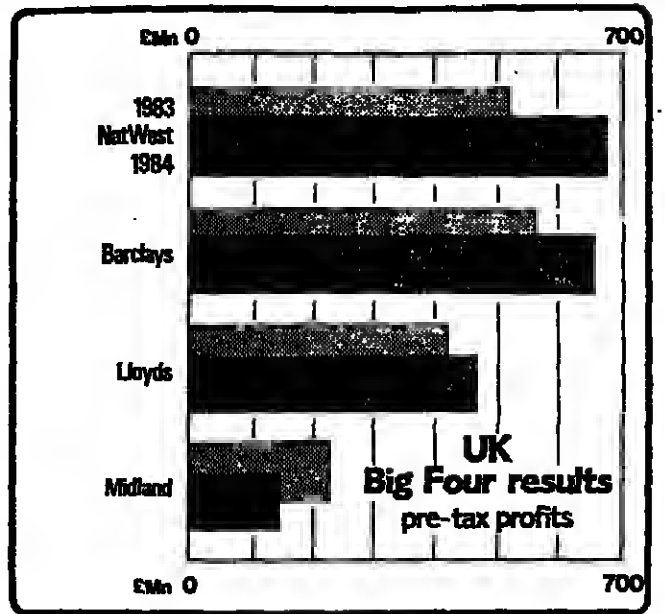
try's second largest and most conservatively run bank, became the biggest profit-maker last year, beating its more adventurous and larger rival, Barclays.

Good profits will be vital in the next few years as heavy outlays loom. Aside from the costs and risks associated with their entry into the City Revolution, the banks have a big investment programme in new technology.

Among their more ambitious plans is a nationwide cashless shopping system which they recently agreed to set up with the country's leading retailing companies. Called Electronic Funds Transfer at Point of Sale (EFTPOS), it will start with a pilot scheme in the next two years, leading eventually to the installation of 250,000 terminals in shops with which customers will be able to pay for their goods simply by wiping a card through a slot.

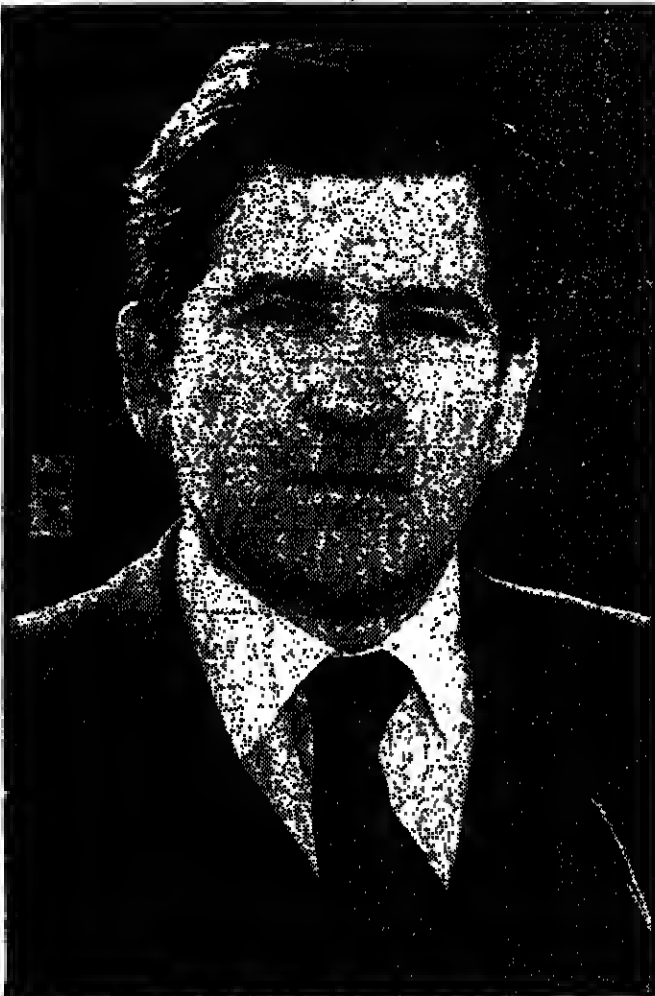
The scheme should be the first of its kind in a major country and — it is hoped — should produce big cost savings for banks who have been fighting a losing battle against an ever-rising tide of paper, cheques and credit card slips.

In fact, their own projections suggest the returns may not come until the next century, which is why they have embarked on the scheme cautiously and with some misgivings. But in the long run they see no alternative.



## U.K.

	1980	1981	1982	1983	1984
Real GDP growth (%)	-2.1	-1.1	1.9	3.3	2.1
Inflation (%)	18.0	11.9	8.6	4.6	5.0
Current acct. balance (US\$m)	8,690	15,068	8,365	3,419	51
Exchange Rate: £ sterling vs US\$	0.43	0.49	0.57	0.65	0.75
Trade weighted index	74.43	75.94	73.39	69.62	67.74
Real trade weighted index	115.23	116.43	112.53	106.60	103.09



Tough at the top for Lord Camoys. As chief executive designate of Barclays de Zoete and Wadd (BZW) he will bring together one of the largest mergers caused by the City revolution

## PROFILE: LORD CAMOYS

# Chief welder at BZW

BY DAVID LASCELLES

LORD CAMOYS has one of the toughest jobs in UK banking at the moment. As chief executive designate of Barclays de Zoete and Wadd (BZW), the 45-year-old merchant banker is responsible for welding together one of the largest mergers spawned by the City revolution.

Barclays, the UK's biggest bank, is buying 75 per cent stakes in de Zoete and Wadd, a leading stockbroking firm, and Wedd Darstler, one of the two largest jobbing firms on the London Stock Exchange. The firms are to be combined with Barclays Merchant Bank to make what Barclays claims will be a major force in the international securities business called Barclays de Zoete Wadd (BZW).

The challenge facing Lord Camoys, whose career has taken him through Rothschilds and American Express Bank, is to give a shape and direction to this new entity, which will employ more than 1,500 people, many of them unaccustomed to working for a big group, let alone one combining so many different functions. Then he must earn a profit in a marketplace whose size and character people can at the moment only guess at.

Barclays has been quieter than most about its plans while potential rivals like County Bank (which is masterminding NatWest's securities venture) and Mercury Securities (the parent of S. G. Warburg) have published blueprints of their new organisations. This has bred a suspicion that Barclays is making heavy weather of the merger.

Lord Camoys denies this. "We're motoring along," he says, adding that many of the big decisions have already been taken and should be unveiled this summer. He dismisses talk of defections and the "cultural" problems of uniting brokers, jobbers and bankers.

The new group will be involved in banking, securities

trading, corporate finance and fund management (administering about £5bn of funds), a mix similar to the other banks.

Barclays has said that BZW will be launched with about £150m in net assets. In practice, the figure may well be a lot higher than that—over £200m, including the value brought to the business by de Zoete's and Wadd's as well as Barclays Merchant Bank and the direct investment made in it by Barclays Bank.

This means it will be smaller than Mercury which will have a value of some £350m but this figure includes Mercury's traditional banking business of which there will be less at BZW because it will leave banking largely to its parent and devote more of its capital to the securities side. So in terms of sheer trading muscle, the two groups could be closely matched.

Lord Camoys intends to pull his group together by moving all three firms into a new building beside the Thames where they will work alongside each other, and be motivated by similar bonus schemes.

Challenging the widely held City view that fierce competition in the new markets will lead to a lot of split blood, at least in the early stages, Lord Camoys believes BZW will be profitable from the start, and will match the financial performance of the big U.S. investment houses.

"Even on a gloomy view of the markets, we are looking for profits in the first 12 months. I don't accept that we necessarily have to lose money."

Results will inevitably be volatile, but post-tax returns on capital of 40 per cent are envisaged in good years. Lord Camoys also expects to make money in the market for government securities where the competition may be fiercest of all. But Wadd's is already one of the largest jobbers of gilt-edged stock, and BZW intends to capitalise its new gifts dealing operation at around £30m-£40m, which will put it among the leaders.



Joe Cummings

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## World Banking 22

Profile: Walter Seipp

## No man to trifle with

By Jonathan Carr



Dr. Walter Seipp

THEY CALL him "Walter the Tank". It's no poor description of a man not easily deflected from his aim and whose (verbal) salvoes tend to attract startled attention over a wide area.

Dr. Walter Seipp, chief executive of Commerzbank, smallest of the "big three" German banks after Deutsche and Dresdner, is definitely not a person to trifle with.

Take his public proposal a few months ago that domestic "offshore" banking centres be set up to boost West Germany's flagging role as a lucrative international finance. In the conservative German context, that suggestion had something of the shock effect of a Salvation Army official pleading the virtues of drink.

In the meantime, however, the Bundesbank has pressed for greater capital market deregulation and given its assent (if hardly its blessing) to financial novelties like variable interest rate instruments.

In that context Seipp's idea seems much less far fetched—even if it still goes beyond what the central bank, and a lot of his banker colleagues, are ready to countenance. Perhaps a year from now things will look different.

Herr Seipp welcomes the Bundesbank's green light for greater financial innovation, but he still feels the key improvement will only come with creation of offshore centres, freed from the central bank's strict minimum reserve requirements.

He pooh-poohs the objection that the Bundesbank's control of money supply might be undermined if his scheme were adopted. Other countries have been able to deal with that problem, he notes. Why not Germany?

Herr Seipp, now aged 59, is something of an expert on the topic. For years he was the driving force behind Westdeutsche Landesbank's buoyant Eurobond business, moving on from there to take over the ailing Commerzbank in 1981.

The appointment presented German financial observers

with a fascinating riddle. Would "Walter the Tank" prove Commerzbank back to the heights of steady profitability, or would he be engulfed in the morass.

In the event, Seipp got his way (as he usually does). From the very start he showed he was boss, giving a clear lead—and encouragement—to middle management in a way which had been lacking before.

There was less axing of top management than had widely been feared—but Seipp nonetheless made crystal clear he was "chief executive" not the "primus inter pares" which some other German banks have at the top to represent the views of the managing board to the outside world.

Not the least of the Seipp reforms was a new monitoring system to avoid the grave mismatching of lending and funding which had previously bedevilled Commerzbank's earnings. Rewards were not slow in coming: the bank resumed dividend payments for 1983, after omitting them for three consecutive years.

Moreover, in 1984 the group was able to record an operating profit of more than DM 1bn for the second year in a row, strengthen reserves and risk provision and display a balance sheet structure far more solid than that of five years ago.

True, the last few years have been good ones for virtually all German banks—not just Commerzbank. And Commerzbank still has a tough road ahead, not least to match its capital in credit volume in accord with the tough new provisions of the revised Banking Act.

But it would be churlish not to give Walter Seipp the credit for much of the strategy which has turned Commerzbank around. As well as his talent for public utterance, Seipp is something of an ace at chess. "The tank" may shock—but it is not erratic.

## Challenge on several fronts

## West Germany

JONATHAN CARR

THE WEST GERMAN banks are having to face new challenges on several fronts simultaneously. They are being squeezed by lawmakers under the tough provisions of the revised Banking Act which is taking effect this year; they are up against new domestic and foreign competitors mulling in on what had long seemed to be the German banks' private patch.

And, not least, they face the cost in funds and personnel of the electronic banking revolution.

But against all that the banks have big new opportunities too, they have had years of buoyant profits and are well poised against risk at home and abroad.

The single most dramatic illustration of the new challenge and chances facing the banks this year has come from the Bundesbank, the central bank.

Not only has the Bundesbank decided that foreign banks resident in West Germany be allowed (at long last) to lead manage foreign D-mark bond issues, a lucrative activity denied them so far. It has also dropped its objections to at least some innovative financial instruments—such as variable interest rates and zero bonds—which it has frowned on so far.

This is far from being a complete deregulation of the German capital market. For example, Certificates of Deposit

(CD's) are still not acceptable to the Bundesbank for legal and technical reasons. But the steps announced this spring nonetheless go further than most people expected, even at the start of this year.

One reason for the central bank's move is the fear that, without such a step, West Germany—notably Frankfurt—would fall ever further behind London, New York and Tokyo as a world financial centre.

The decision last year of Deutsche Bank, the country's biggest commercial bank, to transfer its non D-mark Euro-business to London from Frankfurt was treated as a vivid warning in this respect. But behind this fear lies a changed attitude on the Bundesbank's part to the role of the D-mark.

A few years ago the central bank's key concern was that the D-mark would gain too big a role as a world reserve currency, imposing commitments (and bringing ever bigger capital flow problems) hard to fulfil.

In the meantime, with the renaissance of the dollar, the gradual rise of the yen and stabilisation of sterling, the D-mark is on the other foot. The Ger-

mans now want to steady the D-mark as an attractive currency in a vital, (more) de-regulated domestic market.

The German banks are in the main delighted that the Bundesbank is taking a somewhat more relaxed attitude to financial innovation—but are also well aware that competition with foreign banks at home is going to become steadily tougher.

They successfully pressed the central bank to try to ensure that reciprocity is guaranteed, meaning that German banks abroad will receive much the same benefits as those granted to foreign banks resident in Germany.

One result is that for the time being, Japanese banks are being excluded from the Bundesbank's latest de-regulation move (pending an understanding between Germany and Japan on opening up the Tokyo market).

But the squeeze from the foreign banks is unavoidable all the same. The big Swiss banks, for example, are starting to move into West Germany after a long period of self-denial. But the Germans in this case can hardly complain, for some years they have been establishing themselves on the Swiss market.

Alongside this foreign challenge, the German banks are facing new domestic rivals too.

Competition in the extra-ordinarily heavy bank (some would say "over-banked") country has long been intense

—for example between the commercial banks, private banks, savings banks and the co-operatives.

But now major retail outfits and insurance companies are eyeing the "financial services" business in a way which makes the banks feel decidedly uncomfortable.

Again the banks cannot complain since several (led by the Deutsche) started the ball rolling by combining savings plans offers to their customers with insurance deals. The banks may, however, be going to get more than they bargained for.

Yet another challenge (and one the banks insist is decidedly unfair) is offered by the Bundespost, the Federal Postal Service, which is increasingly moving into banking-like business too.

The banks say they are ready for all reasonable competition—but not from an institution which is endowed with sweeping monopoly powers.

One thing is certain. The private German customer has cause to be flattered by this avalanche of institutions competing for his or her business. Decades ago the big German banks concentrated the majority of their attention on corporate clients; today the individual customer side of the business is at least as important.

Hence the drive to provide better and faster financial services electronically, and to try to combine that with more

## Suffering from surfeit of branches

## Spain

DAVID WHITE

"SPAIN IS not different," proclaim the billboard advertisements. The campaign, bearing the opposite message from Spolia's tourism slogan of the 1960s, is run jointly by three international bankcard systems—recent arrivals on a rapidly evolving banking scene.

EEC entry, set for the beginning of next year, comes after a period of hectic changes in Spanish banking and promises a few more. As the opening up of the sector goes into its final stages, further questions will be raised about the structure of the country's commercial banks.

Some believe that the real merger wave has still to begin—in the search both for size and for economies. The sector, which grew prodigiously when

banking was still a very unsophisticated business in Spain, now suffers notoriously from a surfeit of branches and staff that hampers its competitiveness.

Automation has made big strides recently, with more generalised use of computers and cash-dispensers, and one Spanish bank—Santander—can claim to be a pioneer in Europe of "home-banking" services. The implications of new technologies have still to be fully digested.

Winds of change have been blowing for the last six years from two directions, and have yet to blow themselves out. The first is the arrival of foreign banks under liberalised rules. There are now three dozen in Spain, several of which, besides the original four which were around from pre-restriction days, have been able to establish retail banking networks.

This has been possible only through buying, up, alling, Spanish banks, or in the recent

case of NotWest through linking up with a Spanish partner. Over a seven-year transition period banks from other EEC countries will now become free to establish branches and to take customer deposits in the same ways as Spanish banks.

Spain's sober banking institutions have had to keep up developments spearheaded by the foreign banks, and financial instruments and services. In the financial services sector, the competition has been increased by offshoots of the powerful regional savings banks which, outside their home territories.

Spanish bankers are, on the surface at least, optimistic that they can defend their market after EEC entry. They argue that almost all the major banks are now in Spain and that the Union, now merged as the foreign banks have been

increasing their role: accounting, for instance, for almost 11 per cent of bank lending activity in the first half of last year, compared with about 8.5 per cent in late 1983.

The other major change since 1978 has been Spain's own banking crisis, which has brought down almost half the banks and left the survivors at that date. The crisis, affecting over 50 banks (most of them re-founded under new owners after receiving state aid), has forced changes in the outlook of many banks, particularly as to their equity holdings, has to a highly useful form of concentrated power in the hands of big groups and has helped to promote a new commercial banking ethos.

What used to be the country's two leading industrial banks—Banco Urquijo and Banco de Vizcaya—now merged as part of the Hispano Americano

## West Germany

	1980	1981	1982	1983	1984
Real GDP growth (%) from previous year	1.5	0.0	-1.0	1.0	2.6
Inflation (%)	5.4	6.3	6.3	3.3	2.4
Current account balance (US\$m)	-16,000	-5,720	3,410	4,000	6,300
Exchange Rate: D. Mark vs US\$	1.83	2.36	2.71		
Trade weighted index	152.68	147.64	156.88	107.27	100.00
Real trade weighted index	102.59	96.09	99.56	100.00	95.83

"in depth" customer advice as the computer relieves bank staff of more commonplace work.

All these changes are now having to be faced in what is, for the banks, a tougher legal context. Under the revised Banking Act, the banks have to meet stricter capital-to-lending ratios (applying to group, not just parent bank figures including foreign subsidiaries); and they face—among other things—tougher limits for individual large-scale loans.

The government has allowed the banks lengthy transitional periods (six years in the case of capital-lending ratios for example) before applying the new regulations in full. Nonetheless, it is going to meet a struggle for some time to meet the legal target, by keeping a watchful eye on credit volume while boosting capital. It would have been a lot more difficult if the banks had not been through several years of record profits which allowed them to bolster capital and

markedly strengthen their risk provision.

Last year many banks (including the "big three" Deutsche, Dresdner and Commerzbank) virtually equalled their record operating profit results of 1983. But since business volume rose quite strongly last year, the profits result can be said not to have had quite the same high quality as the previous one.

None the less, all the major banks again stashed away more big sums for risk provision (on balance, more for foreign risk, less for domestic risk in view of the general economic upturn at home).

The published figures of the banks give only a very partial guide to the state of the industry. But even on that basis, the figures, which are issued, it is clear that the German banks are very high on the international list of those institutes which have padded themselves well for a resurgence of the (currently somewhat dormant) debt crisis.

## Spain

	1980	1981	1982	1983	1984
Real GDP growth (%) from previous year	1.5	0.2	1.2	2.3	2.5
Inflation (%)	15.6	14.6	14.4	12.3	11.3
Current account balance (US\$m)	-5,173	-4,969	-4,240	-2,480	2,000
Exchange Rate: Pesetas vs US\$	71.70	92.31	109.86	143.42	166.76
Trade weighted index	84.28	76.39	76.34	68.51	68.51
Real trade weighted index	107.79	101.57	101.97	93.57	94.78

Group—are going through their second rescue. The plan to map some \$300m worth of bad assets onto the main burden of the private banking sector, which offered to intervene in order to limit the role played by the Bank of Spain.

This unprecedented scheme reflects how concerned the banks are about the effective "nationalisation" of the sector

through the state's growing influence. The Government's repeated interventions in the banking crisis, the new and tighter rules imposed on banks' operations, and the high level of bank funds tied down by the Government in compulsory deposits and investments have well for a resurgence of the (currently somewhat dormant) debt crisis.

## Competitive effect

## Portugal

DIANA SMITH

FOR EIGHT years Portuguese governments have grinded their teeth and tried to convince themselves, and the population, that if they waited long enough and were patient enough, their attempts to join the European Community would pay off.

It finally happened at the end of March. Negotiations were successfully completed, occasion should come on January 1 1986 and Sr Mario Soares' coalition government is racing against the clock to begin adjustments away from two generations of sluggish, centralised or oligopoly-dominated financial management towards more liberal policies and practices.

Banking has already benefited from alterations that began in 1981 with authorisation for investment and leasing companies to operate, continued in early 1984 when legislation was changed to permit foreign and privately-owned Portuguese banks to apply for licences, and multiplied with the competitive effects of these new arrivals on a once-sleepy scene.

So far, three investment and eight leasing companies with a strong dose of foreign capital are competing to offer diverse and sophisticated financing instruments to large, small and medium companies.

Two American banks, Manufacturers Hanover Trust and Chase Manhattan, have joined the older-established Lloyds, Credit Franco-Portugais (Credit Lyonnais) and Banco de Brasil in full operation. Nine foreign banks, one American, one Middle Eastern and seven European are awaiting licences.

The first Portuguese investment bank, Banco Portugues de Investimentos (BPI), has emerged, a result of the conversion of SFI, the country's pioneering investment company, into a bank.

In a class of its own is CIFS

(Companhia de Investimentos e Servicos Financieros), a financial services company in which Lloyds and Sumitomo hold minority stakes, the majority controlled by private Portuguese investors or insurance companies and banks. It started up last May, is doing a roaring trade in public and private bond issues, and is nudging clients on to a stock exchange that has begun to awaken after a coma induced by sweeping revolutionary nationalisations in 1975.

Portugal's state-owned enterprises have found bond issues a highly useful form of financing—in 1984 major enterprises like Petrol, Electricidade de Portugal, and the Post Office/Telephone Company contributed heavily to bond issues of Es 40.7bn (\$242m) on the domestic market.

The stock and bond markets and indirectly, the banks, investment and financial services companies will benefit from more diverse portfolios, are destined to receive a fillip from tax incentives due to come into force soon.

The incentives include capital tax exemptions for investment funds (a novelty in Portugal), 50 per cent reduction in capital tax on dividends of companies quoted on the Stock Exchange, deduction from personal income tax of up to Es 250,000 a year (\$1,500) investment in shares as long as these are held for three years, and exemption from stamp duty on capital increases of companies whose shares are quoted on the market.

The real impact of these measures may not be felt for a year or so.

Another important change has been brought about by competitive market forces. These are making nationalised Portuguese commercial banks offer solid borrowers payment of interest at the end not beginning of short-term loans—a well-known breach of a practice that has burdened companies needing short-term credit financing.

In all, Portuguese banking has at last begun to move more nimbly.

## Portugal

	1980	1981	1982	1983	1984
Real GDP growth (%) from previous year	4.2	0.8	3.2	-0.1	-1.1
Inflation (%)	16.6	20.0	22.7	25.1	28.9
Current account balance (US\$m)	-1,064	-2,605	-3,250	-1,005	-700
Exchange Rate: Escudos vs US\$	50.06	61.55	79.47	110.78	114.39
Trade weighted index	47.52	45.75	40.00	32.08	26.97
Real trade weighted index	92.41	97.47	100.55	87.95	88.22

## Greece

	1980	1981	1982	1983	1984
Real GDP growth (%) from previous year	1.7	-0.3	-0.1	0.3	2.2
Inflation (%)	24.9	24.5	21.0	20.2	18.4
Current account balance (US\$m)	-2,209	-2,406	-1,892	-1,878	-2,000
Exchange Rate: Drachmas vs US\$	42.62	55.41	66.80	88.06	112.72
Trade weighted index	58.50	54.26	50.56	41.89	36.54
Real trade weighted index	102.02	107.32	106.50	101.65	100.00

## New spirit needed

## Greece

ANDRIANA IERODIACONOU

"WE'RE PASSING measures to deregulate the banking system all right. But the problem is out there—nothing is happening. It seems we have to educate banks to the new spirit," one Bank of Greece official remarked recently.

While transition into every-day banking practice may be proving frustratingly slow, on paper at least Greece's central bank has begun to take significant steps in the direction of freeing the country's banking system—about 75 per cent of which is state-controlled, private Greek and foreign banks making up the balance—

from the straitjacket of a strict deduction from personal income tax of up to Es 250,000 a year (\$1,500) investment in shares as long as these are held for three years, and exemption from stamp duty on capital increases of companies whose shares are quoted on the market.

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In all, Portuguese banking has at last begun to move more nimbly.

Last month the Bank of Greece completely liberated housing loan interest rates. According to central bank officials, consumer loans will probably likewise be freed by the end of this year, followed by ordinary business loans. The aim is for a considerable range of rates to reflect genuine market conditions by 1986.

In the area of who-gives-how-much money, though, it is still largely the say of the Bank of Greece that counts. The extreme past practice of taking individual decisions on virtually each and every loan application case has given way to general rules for four basic categories of

lending, within which the banks can select their own customers. The categories are: working capital for industry; loans for agriculture and small and medium-size businesses (the backbone of the Greek economy); and housing loans.

Quantitative credit controls on various types of loan have been abolished altogether for specialised credit institutions such as the National Mortgage Bank and the Agricultural Bank, and the central bank now only fixing the rate of total credit expansion.

The effort to loosen credit restrictions is coupled with a drive to initiate both the banks and the Greek public into more sophisticated banking practices. Cheque accounts are being encouraged along with consumer credit in the form of overdrafts—a novelty, as is the use of equities or credit cards in every-day transactions in what is still largely a cash society.

On another plane, the Bank of Greece is taking the first steps towards trying to develop the country's embryonic money market—marketable Treasury bills are to be issued soon as a new instrument for saving.

Greek private bankers say they did "well" in 1984 working with nominal savings and fixed deposit rates ranging from 15 per cent to 20 per cent and lending rates of 14 per cent to 21.5 per cent against an official annual inflation rate of approximately 18 per cent.

They say, however, that they have done even better with lower deposit rates which would still have allowed the Government to fulfil its liquidity targets. Deposits grew by over 28 per cent in 1984, reaching 100bn drachmas over the target.

Foreign bankers are bolder hitting, saying that interest rates are unacceptably out of kilter with market conditions, while once profitable shipping and foreign exchange loans are caught in the vice of the economic recession and the Socialist Government's volatile economic policy.

**FACT** 44 offices abroad  
**FACT** 460 domestic branches  
**FACT** 29 affiliated banks and companies  
**FACT** Total assets: \$15707 m. DEC 31 1984  
**FACT** Total deposits: \$11111 m. DEC 31 1984  
**FACT** Among the largest banks in the world  
**NATIONAL BANK OF GREECE**  
 mAny significant fActs...

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## More diversified

Luxembourg  
PAUL CHEESBRIGHT

THE GRAND DUCHY'S banking community earned over LuxFr6bn in commission fees last year. The figure is significant only in that it is more than double earnings of that type in 1980. It shows the increasing stress being placed on private banking.

It was in 1980-81 that most banks entered what Mr Pierre Jans, director general of the Luxembourg Monetary Institute, calls a period of "critical reflection." Many came to the same conclusion.

The majority jumped on the bus of developing private banking. But that builds up through reputation. It cannot have immediate results, noted Mr Jans.

This shift in emphasis from wholesale banking, and especially Eurobanking business, is changing the nature of Luxembourg as a financial centre, making it more diversified. While the 1970s was the decade of rapid bank establishment in Luxembourg, the 1980s looks like being the decade of the investment funds.

The number of funds established in the Grand Duchy fell from 109 at the end of 1979 to 99 in 1983 and then 132 by the end of last year.

Now applications are dropping daily at the Monetary Institute, the regulatory authority for both banks and funds. There are likely to be 180 by the end of this year.

This movement is running parallel to a deliberate policy by the banks to attract more stable money from depositors. They have had some success.

Last year the process of restructuring the banks' refinancing continued.

During the last wholly happy

year for wholesale banking, 1979, the relationship between inter-bank financing and non-bank financing was eight to one. Last year the banks brought this down to four to one.

But none of this is to suggest that banks in Luxembourg are ignoring what they were first best known for—the Euro-markets business. There was evidence in the second half of last year that activity was picking up, but this certainly had less to do with Luxembourg as such than with the general change in economic circumstances.

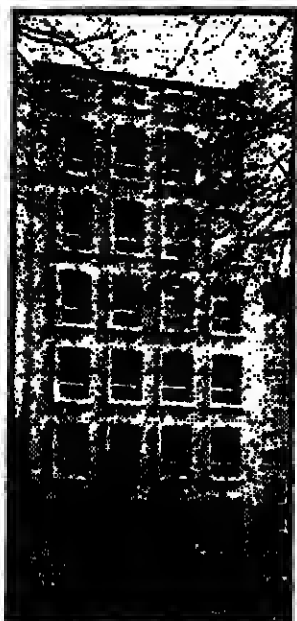
Luxembourg was able to pick up its share of the business. But "its share" are the crucial words. The rise of Luxembourg in the 1970s stalled as banks and markets became more internationalised. Luxembourg is now competing with centres like Singapore, Bahrain and New York's International Banking Facilities.

Banks in the Grand Duchy continue to specialise in lending to major companies and institutions in the industrialised world but since the crisis hit, major borrowers from the market have become very liquid, leading to very limited credit growth in two areas keen in the past to tap the Luxembourg market—Germany and Scandinavia.

Bank profits, meanwhile, have flattened out. The latest figures show that after an explosion in the early 1980s, they peaked at LuxFr 68.7bn in 1983 and then last year declined slightly to LuxFr 67.9bn.

These figures are taken before provisions and suggest that earnings on that basis are providing a return slightly higher than 1 per cent on total assets. In 1980, by contrast, the return was 0.5 per cent.

The growth of assets in real terms adjusted for interest rates has continued. In the future there seems little chance of the heady advance which took place between 1972 and 1981, when growth was anything between 15.6 and 60.9 per



Manufacturers Hanover branch in the Grand Duchy

cent a year. In 1983 assets growth was 10.1 per cent and last year finished at 11.2 per cent at a total of LuxFr 7,331bn. Clearly the contrasting speeds have something to do with the different rates of establishment. At the end of March, the number of banks in Luxembourg was the highest ever at 117, but the figure has been just under that for three years. "I would see that as a cruising level," observed Mr Jans.

The strongest foreign representation is from Germany with 28 banks, followed by Scandinavia with 16.

There have been suggestions that expansion is unlikely because the Grand Duchy has put itself at a disadvantage by its capital requirement regulation—broadly that branches of foreign banks should hold capital equivalent to 3 per cent of liabilities.

But Mr Jans doubts the need for change, noting that the banks are generally comfortably above 3 per cent gearing. The statistical average, excluding country risk provisions is 3.7 per cent. If part of the funds for country risk provision are added in then, said Mr Jans, gearing is 4.45 per cent.

The bank's recent regulatory change, however, came into force at the beginning of the year. It is the single debtor rule and specifies that a bank should not expose itself to a single debtor for an amount exceeding 50 per cent of its own funds in its first five years. After that the limit is 30 per cent. But international banks, supervised elsewhere on a consolidated basis can be made exceptions. Decisions are being taken bank by bank.

## Squeezed from several sides

France  
DAVID MARSH

AMPLIFY illustrating less than luxuriant profitability at leading French banks, the postage bill at Crédit Lyonnais, the country's second largest nationalised institution, came to FFr 300m last year—or only slightly less than its declared net profits (after provisions of FFr 4.9bn) of FFr 360m.

The largely nationalised French banking sector is in the uncomfortable position of being squeezed from several sides. The Government is pressing for action to tighten up bank costs. The aim is to lower their over-large margins which basically constitute a supplementary source of indirect taxation.

Supervisors—in France and internationally—want the banks to plough more of their slender profits into improving their capital ratios, which are generally low by international standards.

With pressure on the banks to bail out companies in difficulties now considerably below the level of two years ago, these two objectives might be just about reconcilable. But the attempt to balance opposing demands has been made practically impossible by the fact that margins—and profits—are almost certain to come under further pressure over the next 12 months as French interest rates pursue their gradual decline.

To face up to the problems of low profitability banks are trying to diversify out of traditional commercial banking business where rewards are in indirect proportion to the increasing competition.

They are brushing up their investment banking activities—responding to, and at the same time pushing ahead, slow moves to deregulate the French financial markets, which have enjoyed an unprecedented increase in importance over the last three years.

Competition between the banks to bring new companies to the equity markets, for instance, has never been so high. About 50 companies—including some large groups which should by rights have made their entry to the bourse

several years ago—have floated 10 per cent or more of their capital on the "second market" of the stock exchange since it was opened just over two years ago. An increasing number of high technology launches have been announced in recent months.

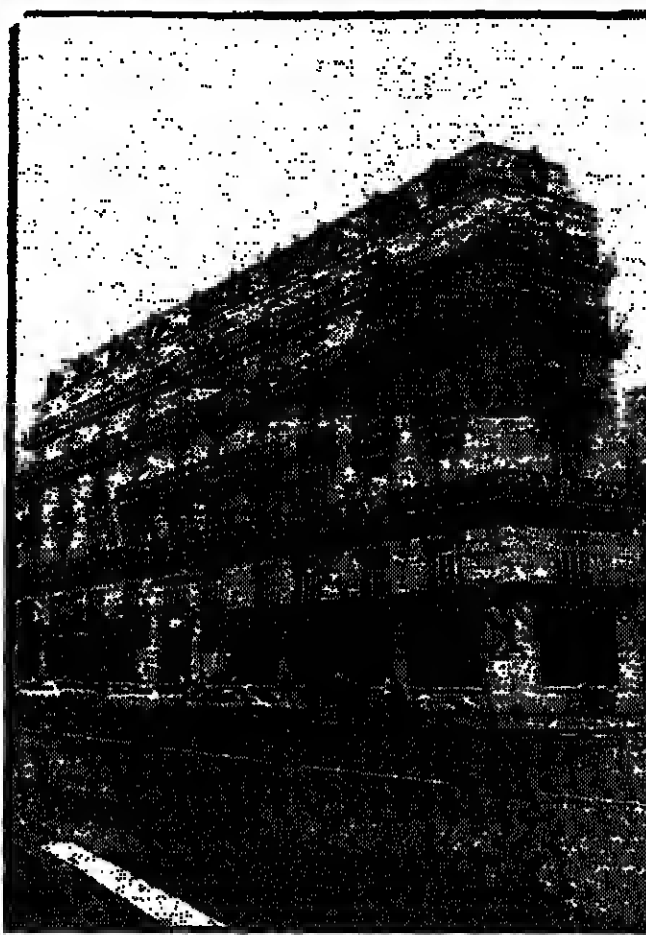
Demarcation lines between the banks and stockbrokers, who benefit from a unique monopoly position in France, are gradually being broken down. Banks and brokers will eventually be allowed to trade as equal participants in the futures market in bonds which is to be set up this autumn.

The Government has also made moves to lower commissions charged by stockbrokers on dealing with banks, and allowed commissions to be negotiable after a certain level. The measures could prelude further steps to weaken stockbrokers' cosy cartel, and are already prompting talks of strategic alliances among French banks and brokers in line with the frenzied moves that have been going on in London and New York.

Banks are also becoming more active in offering a greater range of financial products—including insurance and sophisticated savings schemes—to their retail clients.

The most visible sign of changes in the rigid pattern of French financial relationships has come from the entry of two (albeit state-owned) insurance groups—Union des Assurances de Paris and Groupe des Assurances Nationales—into the capital of, respectively, the Banque Worms and Crédit Industriel et Commercial banking groups.

The Government is encourag-



Banque de Paris et des Pays Bas (Paribas) building in Paris

ing innovation in the banks' financial departments in line with the Socialists' new-found spirit of economic liberalism.

An increasing number of banks and financial institutions are launching into venture capital activities, now being fostered by broadening tax incentives. This follows on from the operations of innovation-financing companies (most of them with bank participation) which have been in business for up to a decade, and have rarely strayed into the limelight.

The banks are also in the forefront of moves to bring the information technology revolution into shops and homes through cashless retail payment systems and videotex "armchair banking" screens.

Both in the "smart card" technology for point of sale transactions, now being launched on a nationwide scale, and in home banking using the telecommunications authority's Minitel screens, French banks claim a world lead.

Despite these advances—and their impressive position in the world wholesale banking scene, where the French have the third largest international network after the U.S. and British institutions—French banks will not really come of age in a deregulated financial world until they are shorn of the protection in key fields given by exchange controls.

The Government has so far taken some relatively insignificant moves to ease controls. In spite of the relatively comfortable position of the franc on the exchange markets, it will take considerable boldness to take any more dramatic steps less than a year away from next year's legislative elections.

Profile: Jacques Mayoux

## A more thrusting image

By David Marsh

A CLUSTER of garishly-coloured motorcycles drawn up amid the Byzantine surroundings of Société Générale's railway station-like central banking hall in Paris gives a clue to what M Jacques Mayoux is up to. Chairman of France's third-largest nationalised bank since 1982, M Mayoux, aged 60, is trying to shake up the image of an institution which has perhaps had the reputation of the most old-ladyish of the Big Three.

M Mayoux, of pronouncedly hawkish views on the need for tough solutions over restructuring French industry, is acerbic, quick-talking and makes a point of not suffering fools gladly.

He drew dissent from sections of the Socialist Party in the early life of the Mitterrand Administration, and at one stage last year was rumoured to be on the list of nationalised bank chiefs facing non-renewal of their mandates.

Now after the pronounced swing towards economic orthodoxy in the Government's policies, his position seems secure. And should the right return to power after next year's parliamentary elections, M Mayoux would be one of the most likely public sector chairmen to stay on.

M Mayoux's economic liberalism in fact might be a little hard for self-proclaimed right-wing liberals (who hardly lived up to that philosophy when the Giscard administration was in power) to stomach.

He is a keen watcher of government manoeuvres to cloud over the effect of heavy public borrowing on the money supply. He believes that the true deregulation of the French financial markets could best be accomplished by a thoroughgoing break-up of the monopolistic Caisse des Dépôts financial organisation—an institution which has served as the Government's financing arm since Napoleon's time.

## Luxembourg

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	0.3	3.2	2.1	-0.5	2.0
Inflation (%)	6.3	8.1	9.4	8.7	5.6
Current acct. balance (US\$m)	N.A.	N.A.	N.A.	N.A.	N.A.
Exchange Rate: Francs vs US\$	29.24	37.13	45.69	51.12	57.76

## France

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	1.0	0.2	2.0	0.7	2.0
Inflation (%)	13.5	13.4	11.5	9.6	7.6
Current acct. balance (US\$m)	-4,208	-4,889	-12,081	-4,904	-2,000
Exchange Rate: Franc vs US\$	4.23	5.43	6.57	7.62	8.74
Trade weighted index	103.89	97.26	90.89	87.44	85.79
Real trade weighted index	92.83	86.88	83.17	83.45	86.01

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## World Banking 24

# The beginnings of a competitive environment

Italy

ALAN FRIEDMAN



Ottavio Salamone

Profile: Ottavio Salamone

## Merchant and a manager

By Alan Friedman

OTTAVIO SALAMONE is an Americanophile. The 53-year-old newly appointed director-general of the Banco di Sicilia spent a year at the Harvard Business School in 1971 and returned to Italy full of love and admiration for U.S. business methods.

Now that he has the responsibility of running Sicily's major bank and the ninth largest in Italy with total assets of £23,277bn (US\$1.8bn), he can put into practice even more of the "management tools which I learned at Harvard". Not that the affable Dr Salamone has not already put much of his American experience into practice—indeed in the 1970s as chief economist, head of international division and director of strategic planning he worked for significant organisational and policy change at the Palermo-based bank.

The Banco di Sicilia, which has 325 branches in Italy and employs a workforce of 9,400, is a proud old institution whose origins go back to the 15th century. Until 1926, in fact, the bank was a regional central bank, even issuing currency. It was only during the last decade that Banco di Sicilia began expanding its foreign network of branches and representative offices, and much of this expansion was inspired by Dr Salamone.

Having entered the bank's Messina branch as a clerk in 1950, Dr Salamone's rise through the ranks parallels the careers of many UK clearing bankers. Throughout most of the 1950s he worked as a loan officer and credit analyst in Palermo, earning a degree in law and political science during years of night school at the University of Palermo. Then, in 1959, he went to London in an exchange programme as a trainee at the Midland Bank.

The 1960s saw Dr Salamone first a manager of the bank's Brussels office (for four years) and then based in Paris, where he was in charge of European operations in Paris, Brussels, Zurich and Frankfurt. For ten years, until 1978, he was chief economist of the bank and head of strategic planning. And during this decade he went to Boston, where he says he learned about "planning and control of systems".

The first thing he did upon his return from the U.S. in 1972 was to call in McKinsey, the management consultants, who spent two years reformulating the bank's system for monitoring branch profitability. Working with his mentor in the 1970s, Professor Francesco Signorini (who was then the bank's director general and now holds this position at Banco di Napoli, Italy's largest bank), Dr Salamone says "we changed the culture of the bank and tried to stress to managers the importance of quality and profitability in loans rather than sheer quantity".

From 1979 to 1983, as head of international division, he travelled the world, opening new branches. From 1983 until his appointment as director general two months ago, Dr Salamone was one of two deputy chief executives, commuting every few days between Rome and Palermo and effectively running the branch network.

Dr Salamone, whose private interests include classical music and gardening at his liberty-style villa in the elegant fishing village of Mondella (near Palermo), remains a convinced internationalist and forecasts further growth in Banco di Sicilia's foreign business.

He is also a believer in moving quickly to introduce new technology, both to serve customers and to reduce overheads.

"We need to be both merchants and managers," he says, epitomising if that sounds like an American "dilemma". But then Dr Salamone says he is an Americanophile.

MOST OF the leading banks in Italy's 90 per cent state-controlled banking system reported hefty increases in profits last year. Meanwhile, measures designed to relax control over the growth of credit are gradually beginning to create more competition among the institutions.

For reasons built into the Italian financial system, however, this does not mean that Italian banks are about to introduce U.S.-style competition. Many remain large and heavily bureaucratic institutions, constrained by reserve requirements, a watchful central bank monetary policy and at times an oligopolistic mentality which has yet to alter radically.

Still, there are signs of change in Italian banking, among them modifications of the regulatory environment, a desire to develop a more sophisticated financial market and a strong commitment to new technology, both at the retail banking level and for back-office operations.

At the regulatory level the Bank of Italy, a highly regarded central bank both at home and abroad, has introduced the following changes over the past 18 months:

● After rigid control since the 1970s, the summer of 1983 and winter of 1983-84 saw a relaxation of constraints on individual bank lending, both in terms of volume and type of loans.

● Banks have been pressed to produce consolidated accounts with more information.

● Greater supervision over foreign branch operations of Italian banks have been seen, reflecting at least in part the influence of the 1982 Banco Ambrosiano failure.

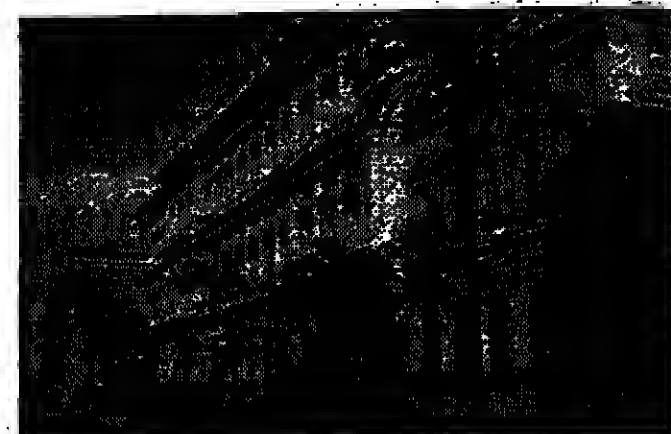
● A small, but significant relaxation of the right of banks to move branches within the 1,500 areas into which the Central Bank divides the country.

● There has been a clamping down on the previously widespread practice of "window-dressing" year-end accounts to inflate balance sheets.

● Tacit approval has been given to the way Italian banks set their prime rate, thus making for slightly different levels among the big banks.

These measures, combined with a certain degree of innovation on the part of banks, is pointing the way toward a freer and more developed Italian market. But as many bankers admit, it will be a few years before Italy achieves the financial sophistication of the U.S.

A continuing constraint on the system is the Government's annual U.S.\$50bn public sector deficit, which keeps nominal interest rates well above the level of other industrialised countries and allows off-savings into high-yielding and tax-free treasury bonds. But the Craxi Government is battling to contain public expenditure and is committed to curbing



Home office of the Bank of Italy

labour costs through its cuts in the scale mobile wage indexation system, even if this is a political hot potato.

While there is frequent talk of creating Italian merchant banks, very few real merchant banks (in the Anglo-Saxon sense of the term) exist. Mediobanca, one of the few genuine such institutions, is a state-controlled merchant bank now engaged in a power struggle with politicians over a proposal to allow the Lazard Freres Group to take a 20 per cent stake.

Without a doubt the most exciting new development in Italian finance has been the recent and amazingly rapid growth of newly authorised unit trusts. Some 44 trusts are being authorised in all, many of them administered by banks. The 23 operating unit trusts have already attracted more than £5,000bn since starting up last summer.

The unit trusts, which are designed to attract small investors, provide tax-free capital gains and may well be able to outperform the tax-free Treasury bonds, which pay 13.5 to 14.5 per cent.

Dr Ernesto Ugolini, managing director of Cariplo (Italy's largest savings bank which claims to be the largest such institution in the world with total assets of £46,268bn), says much will depend upon the new unit trusts being carefully managed.

"If these funds are managed properly then they will be a key factor in our financial system towards the end of this decade," says Dr Ugolini.

Dr Ottavio Salamone, director-general of the Banco di Sicilia, agrees that the new unit trusts could provide a major impetus to the modernisation of Italy's financial system, but warns that

investors should be reminded that the funds are not risk-free. At a narrow pedestrian level, bankers say that competition is beginning to appear in the way banks go after quality corporate clients.

Dr Ugolini points out that until the relaxation of credit controls in 1983, competition was "suppressed". Now, he says his banks and others are "approaching our best clients and telling them that funds are available, even at one per cent less than what the other bank is charging".

Of course the cost of loans remains high, still in some cases above 20 per cent. The prime rate last month was between 16.5 and 17 per cent, while the average cost of loans to premium borrowers ranged between 15.5 and 18 per cent.

The average deposit rate, meanwhile, was closer to 12 per cent. But bankers point out that the margin is not as huge as it seems when one considers that the Central Bank requires a deposit equivalent to 25 per cent of new savings, which pays banks only 5.5 per cent interest and adds at least 2.5 per cent to the cost of what they pay customers.

At the retail banking level, Italian customers now enjoy a national network of cash dispensers second to no other system in Europe—customers may use their Bancomat card to withdraw cash in virtually every part of Italy and at almost any bank. Likewise, the Bank of Italy is supporting moves toward further automation among the banks.

Thus, the Italian banking system, at first glance, backward in comparison to other industrialised countries, is paving the way for a great leap forward. What is needed, Italian bankers point out, is time and patience.

## Italy

	1980	1981	1982	1983	1984
Real GDP growth (%)	3.9	0.2	-0.4	-1.2	2.9
Inflation (%)	21.2	17.8	16.5	14.7	10.7
Current acct. balance (US\$bn)	-9,801	-8,604	-5,684	597	-1,000
Exchange Rate: Lira vs US\$	856.4	1,138.8	1,352.5	1,518.8	1,757.0
Trade weighted index	53.64	48.42	45.86	45.73	44.69
Real trade weighted index	99.12	94.32	94.17	96.35	95.51

# Pakistan

has embarked on an ambitious 6th Five Year Plan since July 1983. Under the Pakistan Government's liberal industrialization policy, the targets for private investment are projected at Rs. 200 billion. A number of concessions and facilities are provided in Pakistan for investment from overseas. An Export Processing Zone has been set up at Karachi for export-oriented industries.

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## Fee-based emphasis

SWITZERLAND'S BANKS beat all the records last year. The balance-sheet total of the 71 which report monthly to the Swiss National Bank was up by 10 per cent to over SwFr 545bn, so that the combined assets of the entire banking system doubled to well over the SwFr 700bn mark.

At the same time, portfolio-management and other fee business expanded even faster, and paid off even better.

The result has been a substantial improvement in what were already substantial profits. The Big Five (Union Bank of Switzerland, Swiss Bank Corporation, Credit Suisse, Swiss Volksbank and Bank Leu) all paid higher dividends after showing net earnings up by between 12 and 20 per cent, while virtually every other bank with published accounts also improved its income.

The overall rise in profits was mainly caused by an increase in net interest income—both on the higher loans volume and from the banks' positions in bills of exchange and money-market paper—and to a further increase in commission income.

Earnings from their securities portfolios was well up over the year, while income from foreign exchange and precious-metals trading tended to fall as a result of the poor gold market. According to the National Bank, domestic loans rose by 9.5 per cent last year, partly because of the strengthening of the Swiss economy but partly also to the new inclusion of Liechtenstein in the "domestic" total.

Foreign loans, which were almost exclusively in currencies other than the Swiss franc, rose by 19.5 per cent or faster than in any year since 1979. This was also rather an optical illusion, though, since the sharp rise in the dollar in terms of Swiss franc made the growth

### Switzerland

JOHN WICKS

rate seem much more than it would otherwise have been.

In fact, Swiss banks are increasingly interested in building up fee-based financial services rather than interest-based balance-sheet business.

The increase in the balance-sheet total would have been only modest last year but for the higher dollar. Generally speaking, bankers are none too happy about any marked swelling of the published assets in light of Switzerland's stringent equity-ratio rules.

As it was, banks nearly doubled their share issues in 1984 (to some SwFr 616m) as well as raising almost SwFr 2.5bn of new money on the bond market.

It is impossible to do much more than guess how much money is currently being managed by the Swiss banks. Fiduciary assets alone had passed the SwFr 250bn mark by the end of last year. It seems realistic to assume that managed funds are today at least as large as the banks' and finance companies' combined balance sheets, and that they might even have reached the SwFr 1,000bn point.

Any assessment of the Swiss banking sector has to take in a look at the Swiss-franc capital market, since the banks play the multiple role of underwriters, stockbrokers and major institutional investors—quite apart from their importance as the biggest single group of borrowers (even exceeding that of public authorities).

Despite a fall in domestic bond issues, the total of new money raised publicly on the

Swiss capital market remained very high at SwFr 19.8bn last year. While this was just below the 1983 record, turnover on the country's Stock Exchanges jumped to a new high; in Zurich alone, it rose 16 per cent to over SwFr 308bn.

The overall increase in the issue volume was due largely to a further rise to SwFr 11.15bn, in the floating of Swiss-franc bonds by foreign interests.

This accounted for well over one-quarter of total foreign borrowings in Swiss francs, the remainder being made up of nearly SwFr 19.5bn worth of medium-term notes (so-called private placements) and SwFr 10.3bn in banks' finance and export credits.

Generally speaking, Swiss bankers are today rather less cagey about lending money abroad. They have stayed cautious, though; in 1984, almost three-quarters of all approved foreign borrowings were by industrialised countries and a further 12 per cent by such development organisations as the gilt-edged World Bank.

As far as the regulatory environment is concerned, the banks were very relieved when the Social Democrats' "Banking Motion" was thrown out last year in a national referendum. This would have cramped their style considerably, not least by weakening bank-secrecy protection.

Nevertheless, the past few years have seen considerable encroachment on the banks' freedom to operate—partly due to a more restrictive policy on the part of the Swiss authorities, and partly following pressure brought to bear by the U.S.

The Bankers' Association, which in the past years has already taken the initiative by signing good-conduct agreements with the National Bank, a "memorandum of understanding" with the U.S. aimed at combatting insider deals through Swiss banks and a voluntary deposit-insurance scheme, is now looking closely at the implications of the pending Bank Act revisions.

At the same time, the Swiss Banking Commission continues to keep a close and ever-closer watch on banks' solvency and accounting techniques.

The banks have little complaint at this—but are very exercised at the Finance Ministry's apparent unwillingness to do much to relieve their fiscal disadvantage on international capital markets.

### Austria

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	3.0	-0.1	1.0	2.1	2.5
Inflation (%)	6.4	6.8	5.4	3.3	5.7
Current acct. balance (US\$m)	-1,725	-1,464	385	-119	0
Exchange Rate: Schillings vs US\$	12.94	15.83	17.06	17.96	20.00
Trade weighted index	123.92	122.89	123.63	144.76	146.96
Real trade weighted index	103.46	100.43	100.22	100.95	98.54

## Self-regulation

### Austria

PATRICK BLUM

AFTER five years of deregulation and cut-throat competition Austria's credit institutions have decided to try to bring some order in the financial market through self-regulation. If that fails then most bankers unhesitatingly admit that Government intervention will be inevitable.

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ing the various banking sectors drew up a voluntary agreement earlier this year to curb competition.

The agreement seeks to regulate lending and borrowing rates, curb "unfair" advertising practices and to establish sanctions against those that break the agreement. Interest rates are now determined according to the rate prevailing in lending to the Government and no loans are to carry interest below the rate at which the Government borrows.

Other steps, including legislation, are expected to tighten the rules on capital adequacy ratios which have constantly fallen in recent years.

The Finance Ministry is now looking at various proposals to improve capital ratios. While some bankers favour radical change with a new banking act, it is generally felt that the best option is to amend the existing law on the grounds that it provides an adequate framework for change.

In the mean time, bankers hope that their own self-regulation will work. The problem is that similar agreements have broken down before, and despite the introduction of fines for those who break the agreement it remains difficult to enforce.

The banks should nevertheless be able to improve their performance this year. For a start the tax on interest has been reduced from 7.5 per cent to 5 per cent as a first move by the newly appointed Finance Minister, Dr Franz Vranitzky, to encourage the capital market.

Operating costs may still be rising but not at the excessively high rate that followed the banking deregulation of 1979, when total operating costs (staff costs and other operating costs) rose by 33.3 per cent between 1979 and 1982, for the large joint stock banks and by 37.8 per cent between 1978 and 1981 for the savings banks.

## Cautious on automation

### Netherlands

LAURA RAUN

DUTCH BANKS are moving carefully into the era of increasing competition, automation and globalisation that is reshaping the financial community worldwide.

The Dutch preference for reliability and consensus over speculation and aggressiveness has preserved the Netherlands' long reputation as a trustworthy financial centre, but it has also slowed banks' acceptance of new ways. Electronic banking and innovative financial instruments lag far behind those in the U.S., although Holland compares more favourably on the continent.

One area where consensus has predominated is automation. Dutch banks are proceeding cautiously with computerisation.

The boldest move has been by Amsterdam - Rotterdam Bank (AMRO), the second largest commercial bank, which recently announced that it would cut 1,000 jobs in the coming two years in a cost-cutting drive that includes automation.

On the retail side, electronic banking is still in its infancy. Display terminals for cash dispensing and funds transfers and identity cards, in the shape of credit cards, were introduced only last year. Dutch bankers have argued that the wide usage of Eurocheques made cash machines unnecessary.

The postal giro system, which competes directly with the commercial banks, has raised the stakes with a "chip card" that allows cash withdrawal in Holland and five other European countries. The six European PTs and Japan plan to install several hundred terminals, which ultimately will enable holders of the computer chip-embedded card, which automatically deducts petrol purchases from the holder's account, in Eindhoven.

General banks, which comprise commercial, savings and cooperative banks, also are pitted against the giro system in another area—the clearing system. The two separate clearing systems, one for the commercial banks and one for the giro system, impedes the transfer of funds and a proposal to merge the parallel systems has long been discussed. At the end of last year, however, commercial banks expressed reservations about efficiency and cost-savings of such a plan.

At the heart of the commercial banks' apprehension is the threat of increased competition, which is even greater because of plans to link the clearing-system merger with the spin-off of the postal bank. The merged

postal bank and giro system already offers a wide range of services from chequeing to consumer credit, mortgages and insurance.

A legislative proposal to spin off the postal bank and give it free rein to provide all services, including business lending, has been languishing since 1977.

The general banks particularly fear further competition amid modest prospects for the industry in the coming year. Interest-rate margins—the difference between borrowing and lending fees—are expected to remain squeezed by stagnating credit demand.

The modest economic recovery in Holland has not prompted much new borrowing among business, which is financing investments from healthier profits, or from private individuals, whose consumption is still dampened by restrictive fiscal policy.

Commercial banks are scrambling to trim their fees for securities brokering and insurance, for example, while clearing costs, in particular, are rising. The four largest banks—ABN, AMRO, Nederlandsche Middenstandsbank and Rabobank—reported higher earnings last year, more because of reduced loan-loss provisions and taxes than because of expanded lending.

Not only are the commercial banks battling among themselves for retail and corporate business but also against the savings and foreign banks. The savings banks are seeking permission to begin corporate lending, which they currently are not allowed to do.

Roparco, a saving fund that

is part of the huge Robeco group of trusts, offers the closest thing Holland has to a U.S. money-market fund. Roparco's rapid growth since its introduction several years ago has put the banking industry on guard.

Foreign banks, meanwhile, are also a real threat. Those with a 50 per cent or greater stake in Dutch banks now claim about one-third of the market.

Dutch bankers, for their part, are turning their attention to retail customers and small- and medium-sized businesses. ABN is launching a £1 000m, multi-year programme aimed at transforming its branches into "living room" banks.

Andre Batemburg, the retiring chairman of ABN, recently said that instead of being a "house banker," ABN wanted to become a bank where customers felt at home. Called the open bank project, ABN plans to refurbish its 700 branches to replace the ubiquitous teller's counter with easy chairs and computer terminals.

ABN is also launching a range of new or revamped services including a capital start-up account for budding entrepreneurs.

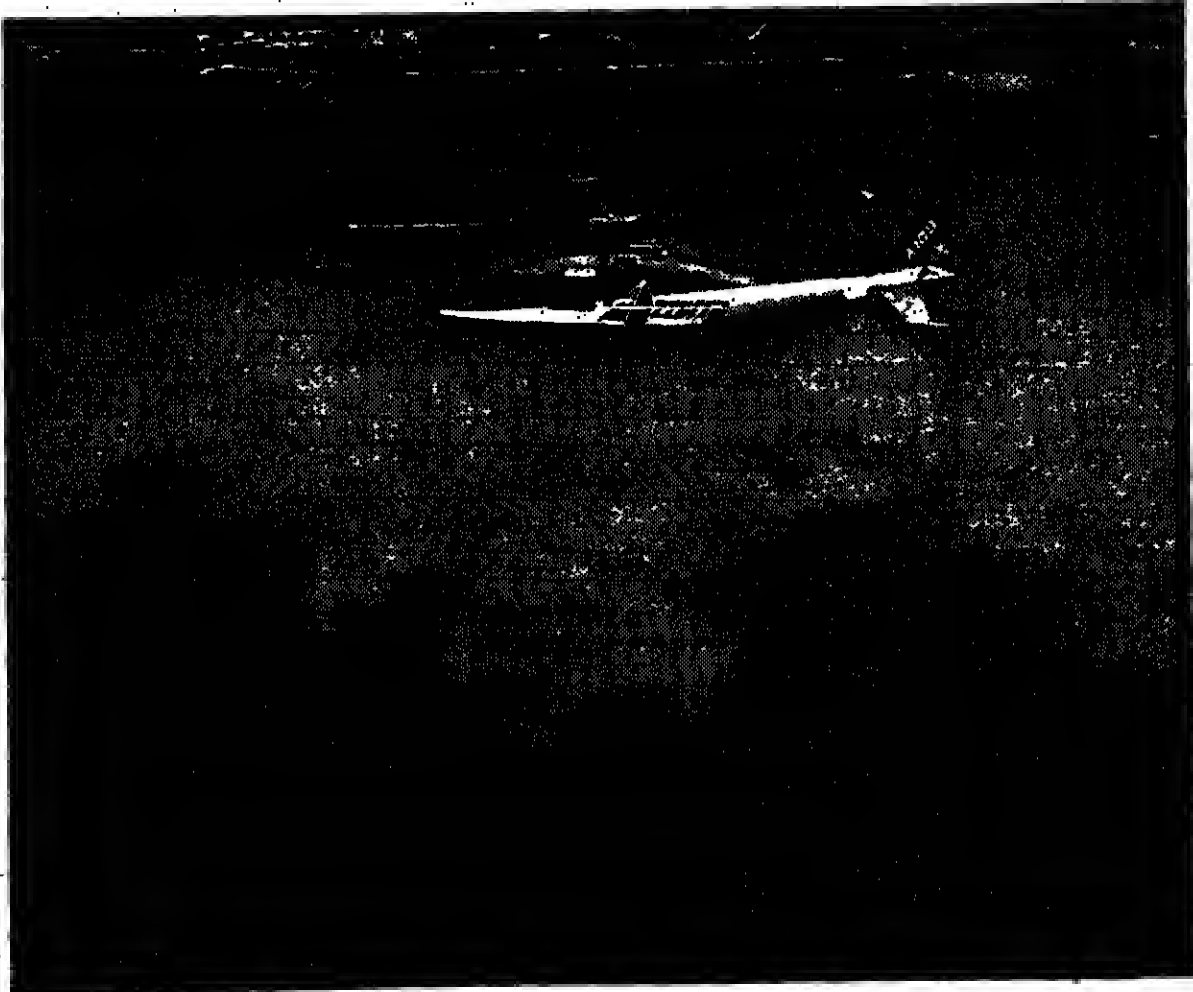
In the light of the heavier emphasis on service and competitive fee cutting, the Dutch central bank has subtly warned banks against too drastically slashing their fees. The costs of providing banking services should be carefully reflected in the charges to customers, the Nederlandsche Bank cautioned in its 1984 annual report.

In General, Dutch banks seem content to concentrate on their domestic business for the time being. After a period of fairly rapid overseas expansion, Dutch bankers want to consolidate their growth while courting the customers at home.

### Netherlands

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	0.9	-0.7	-1.7	0.6	1.8
Inflation (%)	6.5	6.7	5.9	2.8	3.3
Current acct. balance (US\$m)	-2,974	2,883	2,632	3,788	5,000
Exchange Rate: Guilders vs US\$	1.99	2.50	2.67	2.85	3.21
Trade weighted index	127.96	122.28	131.19	136.24	136.06
Real trade weighted index	100.86	95.59	100.43	100.33	97.45

The bank with an overview of Italy's high-flying region



An Agusta A109 hovers above Lake Maggiore

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Kansallis Overseas Bank Ltd., Nassau  
Kansallis International Bank (Asia-Pacific) Ltd., Singapore  
Associated Banks: Manufacturers Hanover Banque Nordique, Paris  
Representative Offices: Moscow, New York, Stockholm, Tokyo.  
The decision has been taken to set up a branch in New York, probably to open by the end of 1985.

THE INTERNATIONAL FINNISH BANK



## Lack of consensus on electronic format

### Belgium

PAUL CHEESERIGHT

CO-OPERATION among the major Belgian banks in the development of electronic banking is becoming tattered around the edges. The steady growth of a common communications system has stalled in the face of the rival claims of the main cash card competitors, Mister Cash and Bancontact.

Speed and efficiency in the domestic banking system has markedly increased since in the 1970s, the banks created a common clearing system based on a uniform pattern of account numbering.

The next stage is to extend the cash card system through point-of-sale terminals beyond those already situated extensively in petrol stations and to a lesser extent in department stores.

Senior bankers concede that the technical difficulties of co-operation could be overcome but they note increasing concern about the loss of a bank's identity behind a generic card.

Mister Cash brings together Société Générale de Banque, the largest of the Belgian private sector banks and now changing its name to Générale de Banque, with Crédit Communal, a state institution, and other smaller financial concerns.

Bancontact is the child of Banque Bruxelles Lambert and Kredietbank, respectively the second and third largest private sector banks, and Caisse Générale d'Épargne et de Retraite, with other smaller banks.

The major commercial banks are, in any case, independently competing to offer clients a greater range of electronic services.

This drive into electronics, still in its early stages, however, has been taking place against a background of relatively low profitability compared with banks in other countries.

The latest analysis from the Banking Commission, the national regulatory body, showed that if net profits are expressed as a percentage of financial resources, the return for the Belgian banks is 0.22 per cent against 0.61 per cent for the UK, 0.44 per cent for Switzerland and 0.25 per cent for Germany.

Banque Bruxelles Lambert, in its latest annual report, attributed relatively low profits both to high costs, aggravated by the indexation of wages and rises in social security contributions, and to the higher percentage of fees, not least direct links,

funds allocated to financing the Belgian public sector.

On the second point, though, the need to finance the public sector has provided security for banks, and helped avoid excessive exposure to Latin America and Eastern Europe.

Private sector lending has been sluggish, and only in recent months, the latest figures from the banks show, has the rise in the provision of credit to the private sector started to increase proportionately faster than that to the public sector.

Operating profits have also been on the rise, while balance sheets have been stabilised by rights issues. The process of capital raising has not finished: Société Générale de Banque is going to the markets for Bt 4bn. According to the Belgian Association of Banks, the proportion of shareholders' funds to the total balance sheet among the banks had fallen from 6.42 in 1960 to 1.72 in 1983.

### Belgium

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	3.3	-1.2	1.1	0.4	1.5
Inflation (%)	6.6	7.6	8.7	7.7	6.3
Current acct. balance (US\$m)	-4,945	-4,174	-2,669	-782	+204
Exchange Rate: B. francs vs US\$	29.24	37.12	45.69	51.13	57.78
Trade weighted index	118.57	113.24	102.70	100.99	100.23
Real trade weighted index	92.52	87.98	79.73	78.47	78.16

\* Refers to Belgium-Luxembourg, excluding transactions between the two countries.

### Sweden

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	1.7	-0.5	0.5	2.3	2.8
Inflation (%)	12.7	12.1	8.6	8.9	8.6
Current acct. balance (US\$m)	-4,404	-2,497	-3,394	-916	100
Exchange Rate: Kroner vs US\$	4.23	5.06	6.28	7.67	8.27
Trade weighted index	94.92	93.85	84.63	76.62	79.31
Real trade weighted index	101.33	100.82	95.25	91.04	95.20

## Credit policy more market orientated

### Sweden

KEVIN DONE

"IN RECENT years reality has caught up with Swedish credit policy and we have witnessed controls collapsing under the weight of their own unwieldiness," says Mr Curt Olsson, chairman of Skandinaviska Enskilda Banken, Sweden's biggest commercial bank.

Swedish credit policy has become more market-oriented, not least under the twin pressures of continuing heavy state budget deficits and a big rise in the liquidity of the corporate sector.

The regulatory measures that remain, apart from the capital market institutions' investment obligation, are chiefly the central bank's recommendations that govern the banks' lending operations which apply both to prices and to volumes.

The financing of the Government debt has become increasingly more market-oriented, with one of the most recent innovations being the introduction of an auction procedure for Treasury bills and Treasury notes.

"With the growing tendency on the part of the authorities towards deregulation, the situation for the Swedish capital market is very interesting," says Mr Olsson. "Never before have the opportunities for the creation of a smoothly running capital market been as large as they are today."

Before 1980 a money market hardly existed in Sweden. The corporate sector had little choice but to place surplus liquidity on deposit on special terms with the banks. At the same time the state managed its borrowing needs by force-feeding the banks and insurance companies with below market rate state and mortgage bonds.

New ground was broken in 1980 when the banks introduced certificates of deposit and the pace began to quicken in 1982 with the launch by the state of Treasury bills and the creation by the banks of a commercial paper market. In 1983 the Government launched market rate state bonds (Riksbiljagsskuld) or Treasury notes.

Additional instruments are being introduced and futures trading in Treasury notes and Treasury bills is a growing activity. Mr Olsson maintains that the money market is still in a "turbulent phase" of development with increasing volumes, a faster rate of turnover and increased competition for the banks from stockbrokers and merchant banks.

The volume of the money market in Sweden has mushroomed. By the end of 1983 it had grown to some SKr 180bn according to S.E. Banken, in the form of deposits on special terms, certificates of deposit, commercial paper, Treasury notes, corporate/municipal paper and Treasury bills.

The turnover on the secondary market was estimated at some SKr 500bn in 1984. The outstanding volume on the market had increased to some SKr 300bn by the end of last year.

The credit market has been revitalised by the new debt instruments that have been introduced, but it has also been

encouraged by a number of deregulation measures.

Bank liquidity requirements have been abolished, bond issue controls have been made less rigorous and bank interest controls have at least been replaced by the central bank recommendations. At the same time the Riksbank, the central bank, has been more and more active in open market operations.

The Swedish banking market is also finally being opened up to foreign banks. Sweden is the last country in the Organisation for Economic Co-operation and Development (OECD)—apart from Iceland and New Zealand—to make such a move, but according to legislation now before the Riksdag, the Swedish Parliament, foreign banks should be able to establish subsidiaries in Sweden from early 1986.

Sweden has been driven to join the international fold by the need to show reciprocity, but the Government has put brave face on the move, and Mr Kjell-Olof Feldt, Finance Minister, believes that the arrival of the foreign banks "will generate stimulating and positive competition."

Foreign banks will "receive equal treatment as far as possible with Swedish banks," says Mr Feldt, and will be able to operate both finance companies and stock market brokerages. At the same time, all foreign banks opening up in Sweden must offer at least some limited form of retail banking services.

Increasing competition for the domestic banks is coming not only from abroad but also from the big multinational industrial corporations in Sweden, which are becoming more sophisticated and self-sufficient. Volvo, the Swedish automobile group, for instance, has recently formed its own financial subsidiary to take over the more active management of the group's growing cash mountain.

It is becoming one of the biggest institutions in the Swedish money and capital markets—it will rival the country's fourth largest bank in size—issuing chiefly Treasury bills, bonds and certificates of deposit.

One area of financial regulation that has remained largely unaltered since 1939 is Sweden's foreign exchange control regime, but here too opportunities for change are at least being examined. A Government committee has been studying possible reform of the country's foreign exchange regulations since 1978 and its report is expected to be published in the autumn.

With the current account of the balance of payments heavily in deficit for several years until 1984—it is expected to fall back into deficit in 1985—and continuing large capital outflows, the Government feels that the moment is hardly suited for any sweeping liberalisation, but some small moves may follow the publication of the committee's report.

The corporate sector is campaigning hard for some easing of the regulations governing direct investment abroad. At present, say investment abroad has to be financed heavily exposed to foreign exchange risks and unable to use surplus domestic liquidity for foreign investment.

## Stronger foreign competition

### Norway

FAY GJESTER

SEVEN OF ten foreign banks which had applied to set up Norwegian subsidiaries have this year been given permission to do so. They are Samuel Montagu, of the UK, three French groups—Indosuez, Paribas and Banque Nationale de Paris—and three from the US, Citibank, Chase Manhattan and Manufacturers Hanover.

Three Swedish banks which also applied were refused because Sweden will not be lifting its ban on foreign banking subsidiaries until next year and Norway insisted on reciprocity.

The decision to admit the foreigners—albeit on a limited scale, to start with—fits in with the Conservative-led coalition's general strategy of liberalising the credit market and encouraging greater competition in the provision of financial services.

Steps in this direction have included the abolition, from January 1, of rules requiring banks to maintain bond holdings at a certain level and a loosening of restrictions governing kroner loans to foreign customers.

This year, too, banks and finance companies have been allowed—for the first time—to issue short-term negotiable paper. This newly-won right will partly compensate for the fact that banks, like insurance companies, are still not allowed to issue bonds.

Also welcomed by the banking community was a government decision that the Bank of Norway should be allowed to put a small proportion of its extensive foreign exchange reserves on deposit with Norwegian banks, at market interest rates.

The amount that is being made available at first, is only 5 per cent of the central bank's foreign currency reserves at end-1984 and modest, too, in relation to Norwegian banks' normal foreign currency borrowing from other sources.

Moreover, deposits are for a maximum of 12 months, and no one bank may borrow more than 1.5 per cent of its total assets. These limits are temporary, however, and bankers hope they will be gradually eased after an initial trial period.

Not all the Government's actions are equally popular with the banking sector. Like its

socialist predecessors, the present administration enforces a policy of rigid ceilings on bank interest charges, combined with measures to curb lending growth, which squeezes interest rate margins hard.

The minimum reserve requirement for south Norwegian banks, increased three times during 1984, was further boosted in January from 10 per cent to 11 per cent. At the same time, the Government introduced measures to lower short-term money market rates (to discourage inflows of short-term, foreign funds) and slashed the Treasury bill rate by two percentage points to 8.5 per cent.

The banks regarded the latter move as virtually an extra tax on their activities, since they normally invest in Treasury bills the funds they put aside to meet minimum reserve requirements.

The 1984 accounts of Norway's "Big Three" commercial banks—Den norske Creditbank, Christiania Bank and Bergen Bank—all show declines in net interest income, as a proportion of total assets.

Last year the impact of this trend was offset by sharply increased profits from other sectors, particularly share trading (reflecting Norway's 1984 "stock boom") and currency dealing. Costs rose less than in previous years, partly because of a moderate spring wage settlement.

This year, these other activities may not provide such a

comfortable cushion. The stock exchange boom could be coming to an end. Share values on the Oslo bourse weakened overall from end-January to mid-April—pulled down by declining oil prices and some steep falls in certain high-tech issues.

On April 17 the all-share index stood at 254.12, compared with 268.9 on January 31 and 269.9 on February 28. (January 1 1983 = 100.)

After much hesitation, because of customer resistance, the commercial banks have now decided to begin charging for payments services, as a way of compensating for shrinking interest margins. The commercial banks' association had hoped to introduce a uniform charge on cheques, effective July 1 this year.

The idea of a uniform charge has had to be dropped, because the Government would not waive existing rules which bar monopoly price fixing. But the individual banks will almost certainly begin charging customers for cheque cashing from this summer. A charge for bank giro services will probably follow—particularly if the Government decides that the post office should also charge for transactions in its giro system.

If the post giro service remains free, the keen competition between the bank and post office giro systems could delay the introduction of bank giro charges. The past decade has seen a steep increase in bank giro services, which have been heavily dominated by the post office; bank giro's now account for 45 per cent of all giro transactions. The banks would be reluctant to impose charges that could reverse this trend.

### Norway

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	4.3	0.9	1.0	3.3	3.0
Inflation (%)	10.5	12.7	11.4	8.4	6.3
Current acct. balance (US\$m)	-1,086	2,184	675	2,304	3,000
Exchange Rate: Kroner vs US\$	4.94	5.74	6.45	7.36	8.16
Trade weighted index	115.86	117.93	119.13	117.76	117.19
Real trade weighted index	101.43	101.85	102.35	102.44	101.59

## A near euphoric feeling

### Finland

LANCE KEYWORTH

A LITTLE over a year ago Finnish bankers were moaning about squeezed profit margins. In the banks' 1984 annual reports the reasons for the year are described in terms ranging from "best result ever" (SKOP, Central Bank of Savings Banks), to "good" (Okobank and Union Bank of Finland).

Kansallis-Osake-Pankki (KOP) uses "very satisfactory," while all three foreign banks in Finland, Citibank, Chase Manhattan and Indosuez, reported a good year.

The fact that the Finnish economy is generally healthy, contributed to this near euphoric feeling in the banking

world. But the gradual steps towards deregulation were also a factor and, more important, they were evidence that the change was succeeding, and that the process should be continued.

The banking system will require rationalisation as the transition continues. To take one example, the commercial banks of this country of 4.8m inhabitants have more than 1,200 offices, and there are about 2,500 savings and cooperative bank offices.

The process will have to be gradual. Mr Rolf Kallberg, Governor of the Bank of Finland, noted in the Bank of Finland's Monthly Bulletin recently: "There are numerous small banks in Finland for which a rapid change could cause difficulties."

The restructuring of the financial system is promoting

competition. It is claimed. Certainly, the enormous amount of space that the Finnish newspapers devote to the banking and securities markets is both a reflection of and a stimulus for far greater public interest rate thinking.

Finland has a dual rate system, regulated and unregulated. It is so far only in the unregulated market that there is any real scope for competition. The regulated market, in which bank lending rates are controlled by the Central Bank, is still largely unchanged.

Securities have been achieving sudden popularity, although dividend income is taxable. The trading volume of the Helsinki Stock Exchange doubled in 1984, but is still small by international standards.

However, there is no question of bank-stockbroking mergers in Finland. In January 1985, according to the Solina Stock Market Review, banks accounted for 62.5 per cent of the trading in listed shares while independent brokers handled only 37.5 per cent.

At the Nordic Investment Seminar, organised by KOP and Reinholders Nordberg, the Finnish Prime Minister, Mr Kalevi Sorsa, Social Democrat, concluded his speech by saying: "It is only right and proper that aggressive foreign investors drive Finnish companies to improve their profit performance."

### Finland

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	5.6	1.5	1.5	3.9	4.0
Inflation (%)	11.6	12.0	9.3	8.4	7.1
Current acct. balance (US\$m)	-1,400	-373	-733	-945	0
Exchange Rate: Markka vs US\$	3.73	4.32	4.63	5.57	6.01
Trade weighted index	91.51	93.72	95.53	92.54	93.34
Real trade weighted index	111.79	117.03	118.96	113.62	115.40

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## Swift action restores confidence

### Denmark

HILARY BARNES

THE COLLAPSE last December of Kronobanken, Denmark's seventh ranking commercial bank (ninth ranking including savings banks) and proposals by the three largest insurance companies to diversify into non-insurance financial services were the two outstanding developments in Danish banking in the past year.

The Kronobanken collapse was the most serious event of its kind since the 1930s, but the causes of the collapse were specific to Kronobanken and did not reflect a general unsoundness in the Danish banking system.

The bank, created by a merger of two regional banks in 1983, was apparently gripped in 1984 by a fit of collective lunacy, as the head of the bank inspectorate, Mr K. Bjørna Jensen put it.

When disaster struck, the losses were enormous, exceeding the bank's equity capital by a substantial margin. At DKr1.5bn, the losses were so big that neither of the banks which were interested in acquiring

Kronobanken's branch network, Provisbank and Jyske Bank, felt that it was able to proceed with a merger.

Kronobanken was kept afloat when the three big banks, Copenhagen Handelsbank, Danske Bank and Privatbanken, together with the National (Central) Bank put up DKr 500m in guarantees.

The National Bank also guaranteed to meet all the bank's cash requirements. The Minister of Industry and Commerce provided a dispensation from the rule that a bank's equity capital must equal at least eight per cent of its deposits and guarantees.

After a serious run on the bank in December and January after the news of the bank's problems, the swift action by the authorities finally restored confidence in the bank, but its future remains a matter for speculation. The most likely outcome is that when it has reduced its losses to more manageable proportions it will be taken over by a larger bank.

The problems at Kronobanken raised questions about the adequacy of the bank inspectorate, but Mr Bjørna Jensen, for whose staff the events were a nightmare, rejects criticism of the inspectorate.

Under Danish law, financial services are strictly compart-

### Denmark

	1980	1981	1982	1983	1984
Real GDP growth (% from previous year)	-0.4	-0.9	3.4	2.5	4.9
Inflation (%)	12.3	11.7	10.1	6.9	6.3
Current acct. balance (US\$m)	-2,466	-1,875	-2,259	-1,176	-1,980
Exchange Rate: Kroner vs US\$	5.84	7.12	8.23	9.15	10.36
Trade weighted index	102.24	96.15	93.07	94.87	93.22
Real trade weighted index	100.45	107.14	105.25	106.56	103.44

mentalised: banks stick to banking, brokers to broking and insurance companies to insurance.

This may now be about to change, though change will probably be gradual and not necessarily very radical.

The three major insurance companies, Hafslund, Balita and Topiskilling (the latter a mutual company which is proposing to re-mutualise and turn itself into a joint stock company) either have or are in the process of rearranging their corporate structures, providing the companies with a holding company as the main shareholder.

The holding company will be

able to own companies which are able to undertake business other than insurance, which is not permissible for the insurance companies themselves.

The details of what the insurance companies propose to do remain hazy, but the general idea is that they will branch out into other forms of financial services. The concept of the financial super-market, or as some say the financial shopping centre—is much in the air, but it seems likely that the authorities will endeavour to ensure that the breaking down of the barriers between the financial service sectors does not go too far or too fast.